

Joint Advance CTE/The Center to Advance CTE Board of Directors' Meeting

**AGENDA**

May 1, 2017

2 – 3 p.m.

Meeting Room: Hampton Ballroom

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1. Welcome  
2 – 2:02 p.m. (2 minutes)  
Jo Anne Honeycutt  
President
  
  2. Approval of Consent Agenda  
2:03 – 2:05 p.m. (3 minutes)  
Jo Anne Honeycutt  
President
    - Member Engagement Strategy Update (Pages 2 – 5)
    - Federal Policy Strategy Update (Pages 6,7)
    - State Policy Strategy Update and 2017 Proposed NSFY Calendar (Pages 8 – 16)
    - Communications Strategy Update (Pages 17 – 21)
    - Vision Strategy Update (Pages 22 – 24)
    - November 2016 through March 2017 Board Updates (Pages 25 – 57)
    - HOSA Updates – January and February 2017 (Pages 58 - 76)
  
  3. Strategic Plan and Strategy Updates  
2:04 – 3 p.m. (56 minutes)  
Kimberly Green  
Executive Director  
  
Kate Kreamer  
Deputy Executive Director
- Overview of accomplishments and ongoing work (Pages 77 – 83)  
Crosswalk of Strategic Plan to 5 “P’s” (Pages 84 – 87)  
Why and what of the proposed new approach? (Pages 88 – 91)  
Overview of proposed “dashboard”

## **Member Engagement Strategy Update – May 2017**

### **Overview of Major Activities**

#### **1. Ensure high-quality federal and state CTE policies are adopted and implemented**

This priority area is addressed below, specifically under “empower members through professional learning.”

#### **2. Empower members through professional learning**

All Advance CTE professional learning is designed with our members in mind, and reaffirms our commitment to being a member-driven organization. Advance CTE is committed to providing comprehensive professional learning for its members through its bi-annual Spring and Fall Meetings as well as offering an array of virtual opportunities through webinars and member-only to empower them with the latest knowledge, trends, and practices in CTE. In addition to these convenings, Advance CTE is creating a clearinghouse to organize our growing member-only resources. And, in response to the continuing turnover within the State Director ranks, Advance CTE is developing a one-year personalized program to support these new state leaders.

#### **3. Raise the visibility and promotion of high-quality CTE**

The members of Advance CTE are leaders within and beyond their states and the CTE community. As such, the organization formally recognizes those accomplishments through its annual awards program (Star of Education) for long-standing and up-and-coming State CTE Directors. Additionally, Advance CTE and the Center to Advance CTE promotes their work by publishing an annual report for its members and the broader public.

#### **4. Build and maintain strong and effective partnerships that advance Advance CTE’s vision and mission**

Advance CTE relies on the expertise and leadership of its members to inform and enrich the organization’s work. In doing so, it also recognizes the unique partnership between the organization and its members. Advance CTE are working to create regular feedback loops, such as committees and in-person input sessions, to accomplish two goals – create small learning communities among like-minded members and provide opportunities for those members to leverage their expertise to inform the organization’s work.

#### **5. Developing internal processes and protocols to ensure a strong and sustainable organization**

As a member-driven organization, strong internal processes and protocols create a critical infrastructure through which we are able to best serve our members. To that end, Advance CTE is working to create strong processes throughout the full-life cycle of membership to ensure members receive their full benefits and these processes are efficient and accurate.

## **Major Accomplishments (October 2016-April 2017)**

The Member Engagement Strategy had several notable accomplishments during the past six months.

### *Expanded State Membership*

Since October 2016, staff have worked diligently to design and implement the newly approved expanded state membership. This work included a clear outreach and communications plan as well as strong internal administrative processes to ensure this expansion folded smoothly into the organization's ongoing operations. Here is a snapshot of the work completed between December and April:

- In December, staff made outreach to 45 State Directors - largely through phone calls - to explain the proposal.
- In February, the Board of Directors approved the final state membership policy and gave input on the guidance.
- In February, 23 states participated in the webinar explaining the final policy.
- As of April 12, 26 states had taken advantage of the expanded membership, with many more states expected.

### *Fall/Spring Meetings*

The Spring and Fall Meetings are the cornerstone of Advance CTE's professional learning offerings. The evaluation from the 2016 Fall Meeting gave the program high marks overall, with 100 percent of attendees rating it as meeting or exceeding expectations. Additionally attendees said the mix of presentation vs. discussion was well-balanced (87 percent) and the right amount of secondary and postsecondary viewpoints (82 percent). At the Fall Meeting, staff took a new approach to the Collaboration Roundtables by making them more like mini-workshops. The survey indicated that this approach was well-received and spurred deeper discussion and engagement among attendees. With the success of this approach, staff have broadened the "workshop" concept within the Spring Meeting agenda.

The 2017 Spring Meeting has exceeded registration and sponsorship expectations. Specifically, staff are expecting roughly 200 attendees throughout the meeting – 50 more than the target. Sponsorships are at 110 percent of the planned target. Staff attribute these increases to a few factors including: a strong agenda posted early, the ever-increasing profile of CTE and career readiness, and the continued emergence of our Spring Meeting being recognized as a national convening on CTE.

### *Member Services Survey*

In March, Advance CTE conducted its bi-annual survey of member satisfaction. Moving forward, staff plan to conduct this survey annually, with a streamlined survey in the off-years. This will help better inform organizational planning and practices.

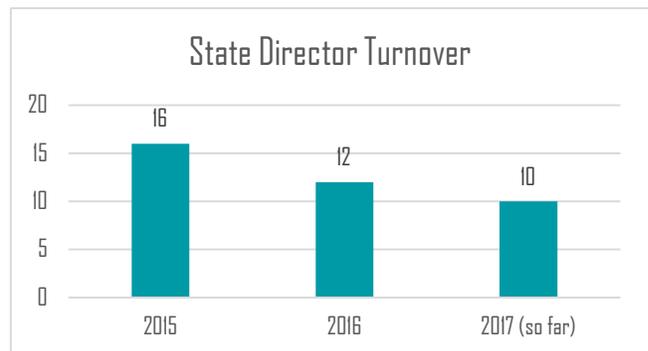
This year's survey was sent to each of the membership types, thus allowing for disaggregated results and a more intimate understanding of how members engage with Advance CTE. Overall, members see high value in their membership (85 percent); recognize Advance CTE as an organization that represents their interests (90 percent); say staff are very responsive to their

needs (92 percent). Though given high marks overall, members showed varying degrees of “feeling valued” (81 percent) and “being aware of resources and services” (79 percent).

### **Challenges**

#### *New State Director Program*

Due to capacity, staff postponed the development of a comprehensive, personalized program to support new State Directors. Staff continued to make early connections with the new leaders and pair them with mentors, both of which have yielded higher engagement levels among the newer State Directors.



Fortunately, Advance CTE was able to secure a former State Director, Dr. Danielle Mezera, to help add capacity, experience and thought-partnership into the development of this program. With this infusion of capacity and support, planning is under way once again. As seen in the chart, the State Director ranks have experienced major churn over the past few years with 2017 fast on pace to exceed previous numbers.

#### *Meaningful Engagement Opportunities for all members, including partnerships between secondary and postsecondary*

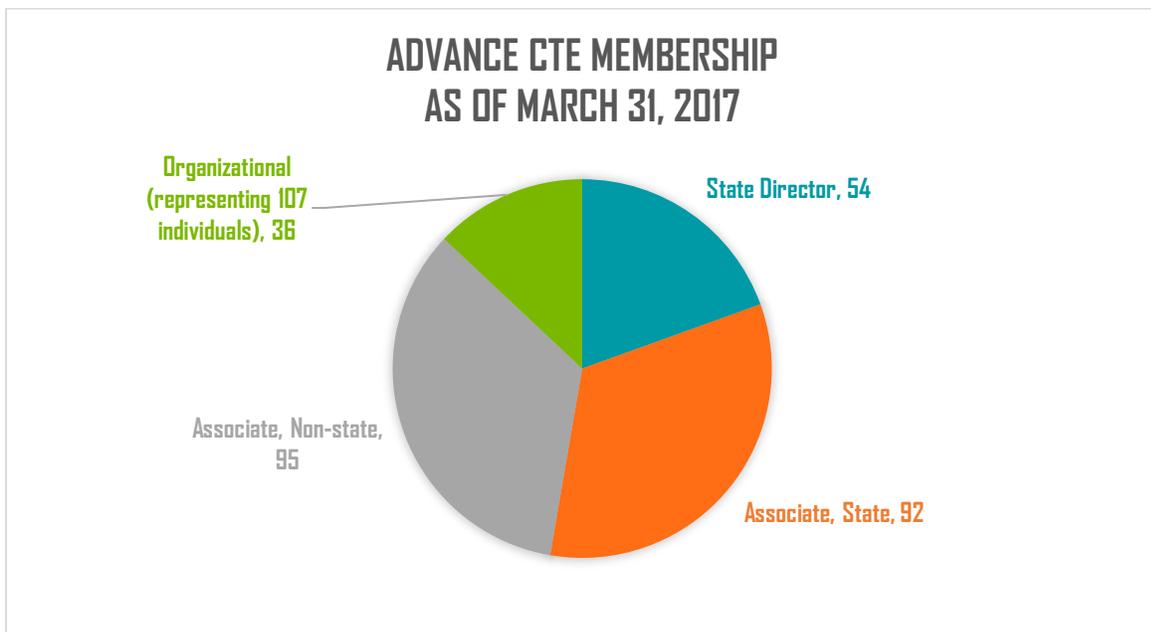
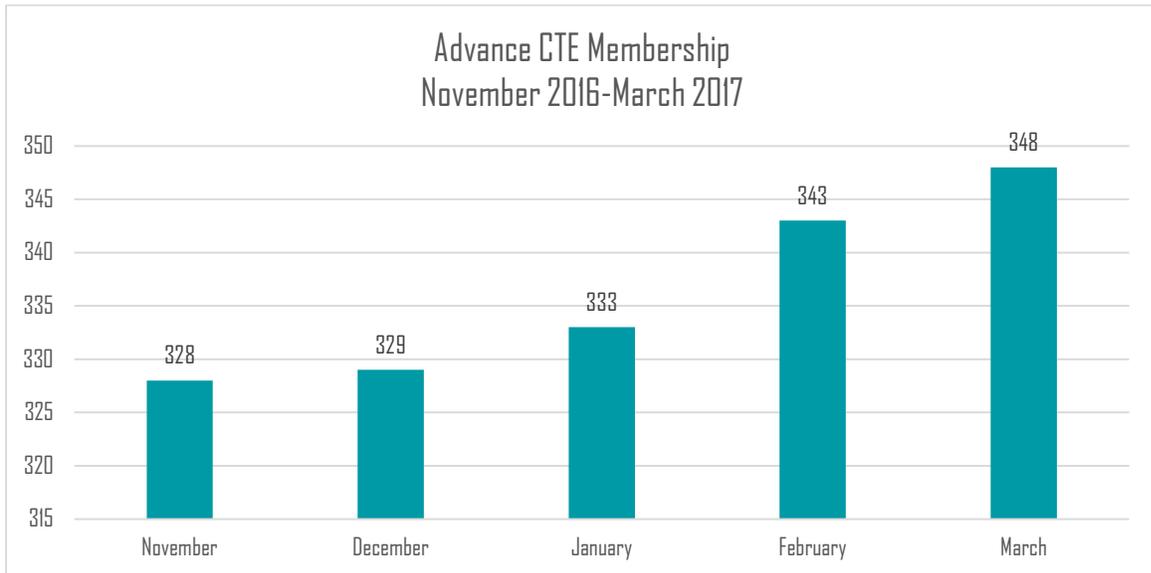
This is an ongoing area of challenge for Advance CTE. Staff continue to explore ways to better support meaningful engagement opportunities for all members, including the possibility of a dedicated online space for members to network amongst themselves or more issue-based, focused member committees. Due to capacity and other organizational shifts this has been put on hold.

### **Priorities for Next Six Months (May-October 2017)**

The next six months are an exciting time for Advance CTE’s member engagement work. The major activities include:

- Development and launch of the New State Director Program
- Developing and implementing a thoughtful strategy for developing member-only content
- 2017 Fall Meeting
- Ongoing State Membership implementation

**Relevant Data**



## Federal Policy Strategy Update – May 2017

### Overview of Major Activities

#### **1. Ensure high-quality federal and state CTE policies are adopted and implemented**

Advance CTE's federal policy work is guided by a set of Board-approved policy priorities that are enhanced and supported by evidence and examples cultivated through our state policy work, awards programs and research efforts – all aligned to *Putting Learner Success First*. With Perkins' long and robust bipartisan history, even with the uncertainty that a new Administration brings, we are hopeful that adoption of new federal CTE legislation can be enacted this year. Advance CTE has dedicated efforts to educating new Congressional staff and members, negotiating to bring the proposals better in line with our policy priorities and coordinating connections between our members and key Congressional offices. As we proactively plan for implementation, we are mindful of the current policy context where the responsibility will fall to the states to lead with limited federal guidance.

#### **2. Empower members through professional learning**

Advance CTE strives to ensure our membership and interested stakeholders have timely and accurate federal policy updates through blogs, monthly newsletters and timely State CTE Director listserv messages. As evidenced by the member services survey, the Advance CTE staff is very responsive to individual requests related to interpreting federal policy/statute, as well as helping new State Directors navigate the federal policy landscape. A key part of the federal policy strategy is both learning from and with our membership. We intend to restore the quarterly State Directors calls and as we do, we plan to consider how we can actively engage and support our expanded membership base in the federal policy work.

#### **3. Raise the visibility and promotion of high-quality CTE**

Advance CTE strives to be an organization with a reputation of integrity, leadership and a high standard of quality not only in the work we put forth but we what advocate for. To accomplish this, Advance CTE works to have accurate and current information about what is happening in states, making intentional linkages between research, practice and our federal policy strategy. We have been working with the communications team to strengthen what, with whom and how we share federal policy information. Our efforts have included briefer updates that address not just what is happening but also what Advance CTE is doing on behalf of our members.

#### **4. Build and maintain strong and effective partnerships that advance Advance CTE's vision and mission**

Advance CTE develops and leverages strategic alliances with stakeholders within and outside the CTE community to advance and amplify Advance CTE's federal policy recommendations and to successfully further its policy objectives. We are an active member of an array of coalitions and partner with employer, education, workforce and research organizations to advance common goals related to funding and authorizing legislation. Our internal quarterly partnership meeting is an opportunity to reflect on high value partnerships but to also consider partnerships we need to cultivate. This has resulted in dedicated efforts to establish and foster connections with equity organizations.

## **5. Developing internal processes and protocols to ensure a strong and sustainable organization**

Advance CTE refreshed the SOP policies and procedures that guide lobbying reporting. More intentional effort has been made during weekly staff meeting to share updates related to the progress of federal policy, namely Perkins reauthorization, so that all staff can speak to the status and understand how their work may support or intersect.

### **Major Accomplishments:**

- Hired and successfully on boarded a new Senior Associate for Federal Policy
- Ensured continuity of Hill engagement and membership updates during federal policy staff transition
- Participated in the 100-year anniversary Senate CTE Caucus Event
- 140 signatories on the House Dear Colleague letter on funding for CTE
- Established a connection with the Leadership Conference for Human and Civil Rights
- Showcased what high-quality CTE looks like in practice ( e.g. Excellence in Action awards winners, New Skills for Youth states – profiles) and highlighted national data through updated fact sheets – [CTE is the Agenda](#) and [CTE and Student Achievement](#) – that have been shared in communications to and with Congressional and Administration leadership.

### **Challenges:**

- With the federal policy staff transition, there came both an awareness and an opportunity to revisit how we monitor, track and keep records on relevant federal policy and legislation. The prior system was very loose. Our intent over the next few months is to systematize a process, so that all staff can have access to the content and easily “check in.”
- As the staff works to create intentional connections to *Putting Learner Success First*, we asked ourselves the question – how do we know if our federal policy priorities align We believe they are not in conflict but we want to create intention and clear decision rules to be able to accurately report to the Board and our stakeholders what level alignment exists.
- While we have talked about high-quality CTE, we have no single organizational definition for what this means. *Putting Learner Success First* is a good starting point – a guidepost – but more intention needs to be given to guide future policy efforts and initiatives.

### **Priorities for the Next Six Months:**

- Update the federal policy section of the website
- Continue on the current path of strengthened alignment between the federal policy, state policy, vision and communications strategies
- Launch a Perkins reauthorization survey to refresh our knowledge of the current state of Perkins implementation and to guide future implementation supports
- Begin early planning for Perkins implementation supports (internally and with key partners)
- Create alignment guidelines/decision rules to determine if/when federal policy aligns to Advance CTE’s priorities
- Establish a federal policy monitoring and tracking system
- Revisit federal policy priorities to proactively align with *Putting Learner Success First*

## State Policy Strategy Update – May 2017

### Overview of Major Activities

#### **1. Ensure high-quality federal and state CTE policies are adopted and implemented**

To influence the adoption of high-quality federal and state CTE policy, Advance CTE regularly conducts research and produces tools, reports, case studies and other resources that are responsive to state needs and aligned to the *Putting Learner Success First* vision. In 2017 to date, the state policy team has published three reports, one tool and 24 snapshots of New Skills for Youth states. In the coming months, Advance CTE plans to release a three-part series on rural access and quality and a policy framework to help states enhance program approval.

Additionally, the state policy team is working to more intentionally align state policy strategies with Advance CTE's federal policy work by regularly checking in with federal policy staff and ensuring research and publications include relevant connections to Perkins and other federal policies.

#### **2. Empower members through professional learning**

As states turn to the task of implementing the Every Student Succeeds Act (ESSA), and with Perkins reauthorization around the corner, Advance CTE plans to support state implementation of federal policy through storytelling, developing resources and providing tailored technical assistance. ESSA provides a leverage point to enhance and promote career readiness, and Advance CTE will make sure members are aware of and equipped with strategies to maximize these opportunities. The state policy team also plans to draw on the New Skills for Youth initiative and the research and publications the initiative yields to provide an exclusive benefit to Advance CTE members.

#### **3. Raise the visibility and promotion of high-quality CTE**

The state policy team's role in raising the visibility of high-quality CTE includes identifying and disseminating research, best practices and policy strategies as well as reaching out to new audiences to expand the reach and awareness of strong policy. Since June 2016, Advance CTE has maintained a robust repository of reports, tools and policy profiles through the Learning that Works Resource Center, which now includes more than 190 resources. The Resource Center continues to draw high levels of traffic. Advance CTE aims to further strengthen the Resource Center by creating new policy profiles and issuing a feedback survey this summer on the one-year anniversary of the Resource Center's launch. Additionally, the state policy team regularly publishes research and policy updates on Advance CTE's blog. A major priority for the remainder of the year will be developing and launching a virtual institute designed to raise awareness of high-quality CTE to new audiences and communities.

#### **4. Build and maintain strong and effective partnerships that advance Advance CTE's vision and mission**

The state policy team maintains partnerships with key influences in the field in order to strengthen our own capacity and influence the national conversation around CTE. Our highest

value partnership at the moment is with the Council of Chief State School Officers and Education Strategy Group in support of the New Skills for Youth initiative. That initiative has national visibility and has enabled Advance CTE to deeply engage a cohort of states working to transform their career readiness systems. Advance CTE will also identify and engage strategic partners around other projects including an ESSA implementation blog series, the program approval policy framework and the virtual institute.

#### **5. Developing internal processes and protocols to ensure a strong and sustainable organization**

The state policy team has adopted processes to maximize efficiency and impact and ensure all activities are aligned with *Putting Learner Success First*. For example, Advance CTE staff have identified opportunities to improve internal knowledge sharing in staff meetings and one-on-one check in meetings to ensure all staff are informed of relevant project and state policy developments. The state policy team has also scheduled quarterly strategy reflection meetings to diagnose strengths and challenges and push the team to more effectively advance the vision. This strategy has since been mirrored by the organization as a whole.

## **Major Accomplishments (October 2016-April 2017)**

- Release of:
  - “Credentials of Value: State Strategies for Identifying and Endorsing Industry-Recognized Credentials”
  - “Connecting the Classroom to Careers: A Comprehensive Guide to the State's Role in Work-based Learning”
  - “The State of Career Technical Education: Increasing Access to Industry Experts in High Schools”
  - “2016 Year in Review”
  - Snapshots for the 24 NSFY Phase One states
  - Career Readiness Stakeholder Engagement Tool
- Selection of ten NSFY Phase Two states and subsequent kick-off of the Phase Two grant period
- Increased traffic to the Learning that Works Resource Center
- “The State of Career Technical Education: Increasing Access to Industry Experts in High Schools” was the source of an interview and article by *Stateline*, an article which was then featured in *Huffington Post* and *PBS NewsHour*
- Instituted regular check-ins on status of state policy strategy and work within to review progress and decide on next steps

## **Challenges**

The state policy team continues to focus on the challenge of integrating the state policy and NSFY work with the rest of the work of Advance CTE. This includes being strategic in disseminating information and publications, as well as coordinating with the Federal Policy Senior Associate. Additionally, the team is working to find new ways of leveraging the NSFY work to benefit Advance CTE members.

Progress has been made in all of these areas, as the team works to strengthen relationships and coordinate more deliberately on cross-organizational work.

## **Priorities for Next Six Months (May-October 2017)**

- Release of three briefs focused on rural issues
- Release of one tool focused on using and interpreting data
- Complete survey of members for upcoming State of CTE report on career advising, in partnership with the American School Counselors Association
- Test, refine and release Advance CTE’s first State Policy Framework on CTE program approval
- Launch the pilot Virtual Institute, a survey course on CTE policy intended for audiences new to the content

- Continuing Phase Two of NSFY, including participating in convenings, progress monitoring conversations and monthly project team meetings, as well as providing technical assistance to states as requested

## Relevant Data

- The Resource Center includes 194 total resources. Since October, 86 resources have been added including 49 reports, 24 snapshots, 11 guides/ tools and 2 policies.
- Advance CTE-produced resources have been viewed more than 7,000 times since October. This includes (as of April 10, 2017):
  - “Credentials of Value: State Strategies for Identifying and Endorsing Industry-Recognized Credentials” (1,301 hits since October 2016)
  - “Connecting the Classroom to Careers: A Comprehensive Guide to the State's Role in Work-based Learning” (958 hits since October 2016)
  - “The State of Career Technical Education: Increasing Access to Industry Experts in High Schools” (1,186 hits since December 2016)
  - “2016 Year in Review” (666 hits since January 2017)
  - Combined snapshots for the ten NSFY Phase Two states (2,330 hits since January 2017)
  - Career Readiness Stakeholder Engagement Tool (196 hits since end of March 2017)

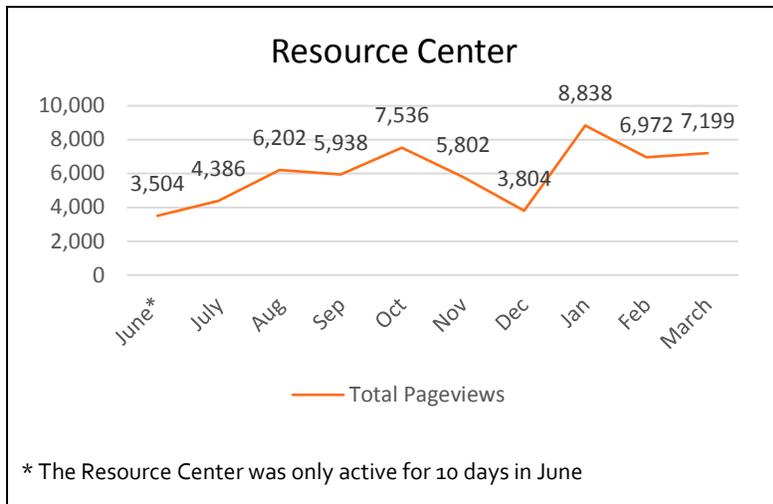
# Learning that Works Resource Center

April, 2017 Update

## Highlights

- As of April, 2017, the Learning that Works Resource Center (LtWRC) contains more than 192 unique resources, an increase of 60 resources since January.
- Traffic to the LtWRC grew by 34 percent in Q1 2017 compared to the previous quarter.
- Total traffic to the LtWRC since its launch in June surpassed 60K – a monthly average of 6,000.
- The most popular resource topic in the LtWRC is still “Career Advisement,” with an average of 210 hits per month in Q1 2017.

<i>What is in the Resource Center?</i>		
	<b>Q1 2017</b>	<b>Δ</b>
<i>Total Resources</i>	192	+60
<i>Policies</i>	22	+2
<i>Guides</i>	24	+6
<i>Reports</i>	97	+25
<i>Reports/ Guides</i>	22	+2
<i>States Represented</i>	50	+8
<i>Snapshots</i>	24	+24
<i>NSFY Resources</i>	32	+25



## Performance Analysis

**Overall Trends:** Average monthly traffic to the LtWRC has gradually trended upwards since its launch in June 2016. This is likely due to two factors: increased relevance and quality of the Resource Center content, as well as growing awareness of the Resource Center.

Sixty resources have been added to the LtWRC since January 2017, including NSFY state snapshots, the Career Readiness Stakeholder Engagement Tool, *Destination Known* and others. Growing the

breadth and quality of resources increases the likelihood that users will find what they are looking for and come to trust the Resource Center as a reliable source of information.

**Promotion:** Further, Advance CTE is taking on new efforts to raise awareness of the LtWRC. Bimonthly newsletters to a list of 1,351 yields nearly 100 direct clickthroughs with each issue.

Social media has also been an effective strategy for both driving direct traffic to the Resource Center and engaging partners to reach new audiences.

Additionally, a recent survey of state directors of CTE, 47 percent said they used the Resource Center to inform policy and/or practice in their states, while 53 percent said they used it to deepen their own understanding of CTE.<sup>1</sup>

Moreover, the LtWRC continues to see traffic from all Phase One NSFY states, though it is not possible to tell if these hits are from NSFY team members or not.

**Resources and Topics:** The popularity of resource topics has remained relatively consistent since the

	Total	% Change
Q3 2016	16.5K	n/a
Q4 2016	17.1K	+ 3.7%
Q1 2017	23K	+34%

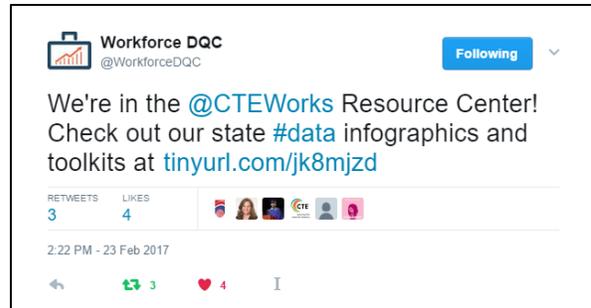
Topic	Landing Page Hits (Average)	Δ
Career Advisement	210	
Work-based Learning	168	
Credentials & Assessments	160	
Access & Equity	94	
Instructors & Leaders	92	↑
Data & Accountability	88	↓
Program Quality	85	↓
Employer Engagement	75	
Articulation & Transfer	73	↑
Graduation Requirements	69	↓
Funding & Finance	61	
Systems Alignment	52	

<sup>1</sup> This is based on Advance CTE's annual member services survey, issued in March, 2017. This reflects responses from 37 total states.

launch of the Resource Center. The most popular resource pages are Career Advisement, Work-based Learning, and Credentials & Assessments. <sup>2</sup>

The most popular resources to date are:

- Advance CTE – Credentials of Value: State Strategies for Identifying and Endorsing Industry-Recognized Credentials
- Advance CTE – The State of CTE: Increasing Access to Industry Experts in High Schools
- Advance CTE – Connecting the Classroom to Careers: A Comprehensive Guide to the State’s Role in Work-based Learning



## Looking Ahead

Moving forward, our goal is to continue adding high-quality resources and to ensure that we have a strong breadth of relevant policy profiles. We will continue engaging partners and identifying strategic opportunities to raise awareness about the Resource Center.

In June, after the one-year anniversary of the LtWRC launch, we plan to issue a survey to better understand how people are using the Resource Center and what we can do to improve the quality and breadth of content available. This survey will be distributed to the Resource Center mailing list.

We are also making a few technical adjustments, including:

- Embedding social media sharability, allowing users to send a pre-populated tweet promoting a specific page, and
- Better aligning “Popular Resources” with the data we’re seeing through Google Analytics.

<sup>2</sup> The popularity of Resource Center topics is measured by examining the number of page views for each topic landing page. This does not reflect the number of page views or downloads for resources related to those topics and, thus, serves as a proxy metric.

## 2017 Proposed NSFY Calendar

Month	Publication/Tool
January	<p>Snapshots for 10 funded states</p> <ul style="list-style-type: none"> <li>• These 10 will be released as individual snapshots on January 11 with the Phase Two announcement</li> </ul>
February	<p>All snapshots plus executive summary of trends</p> <ul style="list-style-type: none"> <li>• All of the snapshots will be released together, along with an executive summary explaining the broad trends across the NSFY states.</li> </ul>
March	<p>Tool: Stakeholder engagement</p> <ul style="list-style-type: none"> <li>• We are planning to introduce and possibly use this tool at the March NSFY convening, depending on the timeline of the related Siemens work and the ultimate objectives and agenda of the NSFY convening.</li> <li>• This tool will be based on the information gathered during our work on the Siemens grant testing messaging with various stakeholder groups. It will also be heavily informed by the CCSSO tools on stakeholder <a href="#">engagement</a> with <a href="#">ESSA</a> to reduce confusion for states.</li> </ul>
April	<p>Publication: Program approval</p> <ul style="list-style-type: none"> <li>• Program approval can be a great lever for states to use in ensuring students have access to high-quality CTE and career preparation. This brief will highlight several states (such as TN and NJ) who use this lever effectively to drive their vision for career readiness, and pull out promising practices and trends for other states to adopt. Ideally, it will feature program approval at the secondary and postsecondary levels.</li> </ul>
May	
June	<p>Publication: 1st Brief in series on rural challenges</p> <ul style="list-style-type: none"> <li>• We will release a series of briefs on the challenges in career readiness facing rural states and regions. This may include challenges with student access to programs and technology, teacher recruitment and employer engagement.</li> <li>• If there is an affinity group or Tier 3 project on rural challenges, it will inform and/or be informed by this series.</li> <li>• It's unclear how many of these briefs there will be, but three is a probable number</li> </ul>
July	<p>Publication: 2nd brief in series on rural challenges</p>
August	<p>Publication: 3rd brief in series on rural challenges</p> <p>Tool: Data use</p> <ul style="list-style-type: none"> <li>• Collecting, interpreting and using data has been a challenge multiple NSFY states have raised in the past year. Additionally, the funded states will need to begin collecting all of the 5 NSFY indicators if they aren't already, and finding a way to show progress on those indicators.</li> </ul>

Month	Publication/Tool
	<ul style="list-style-type: none"> <li>• This tool would be informed by the work done in the affinity groups or other state supports.</li> <li>• The topic will narrow as we get closer to development. There is a lot within the broad topic of “data” that we can cover, including LMI, validation, linking accountability across systems, digging into subpopulation data, local use of data</li> </ul>
September	Tool/Publication: Topic to be determined based on Phase Two state demand and affinity group topics.
October	
November	<p>Publication: 50-state support on career advisement</p> <ul style="list-style-type: none"> <li>• Many NSFY strategic plans included goals around improving career advisement in high school and even middle school. This includes giving counselors and teachers the development opportunities to provide quality career advisement, as well as helping students develop and regularly update graduation plans.</li> <li>• Advance CTE will survey its members to examine how they approach career advising policies, and identify promising practices and trends for other states to adopt.</li> </ul>
December	<p>Snapshots for 10 funded states (likely released in January 2017)</p> <ul style="list-style-type: none"> <li>• These will be brief 3-4 page snapshots on each state’s progress during the first year of Phase Two. Advance CTE staff have each been assigned to monitor 1-4 states through their affinity group participation, support requests and progress monitoring. Their work with each state will inform the content of the snapshots along with information gathered by coaches, RTI and the project team.</li> </ul>

NOTE: This does not include additional reports/briefs we will write documenting the work of the affinity groups.

## Promotion Strategy Update – May 2017

### Overview of Major Activities

#### **1. Ensure high-quality federal and state CTE policies are adopted and implemented**

Advance CTE is continuing to leverage the website, blog, social media tools and e-blasts to maximize the reach of informational and persuasive messaging tools to engage potential partners and key stakeholders. Staff is working with the Senior Associate, State Policy, and related staff to continue to position Advance CTE as the national voice on federal and state policy including telling the story of how Advance CTE supports and advocates for this work by promoting and sharing best practices, disseminate relevant information to members and partners, and revamping communication materials to better reach these audiences. Staff recently revamped the View from the Hill section in the newsletter and the Legislative Updates to move towards this goal.

Advance CTE was extremely active during CTE Month and took the opportunity to author an op-ed on The Hill with JPMorgan Chase & Co. calling on reauthorization of the Carl D. Perkins Act. Staff also featured state work throughout the month through a weekly blog series, the CTEWorks e-newsletter and on social media.

Additionally, Advance CTE is conducting annual awards programs that raise up best practices and the visibility of high-quality CTE and CTE partners including the fourth year of the Excellence in Action awards, and its first Congressional Star of Education – Rising Star award.

#### **2. Empower members through professional learning**

Staff continues to maintain strong and effective two-way communications channels with members through the monthly member newsletter, weekly blog round-up, regular event and publication e-blasts and maintaining the member's only listserv. Staff also has developed a number of new [fact sheets](#) for member case-making, as well as [resources](#) around major Advance CTE initiatives such as PowerPoint slides, fact sheets and discussion questions for *Putting Learner Success First: A Shared Vision for the Future of CTE*.

Additionally, staff worked with the communications committee on a number of major initiatives in 2016, and is rethinking the best approaching moving forward to continue the committee to advance organizational priorities as well as serve as a learning platform around communications.

Through the Siemens Foundation work, Advance CTE is creating a number of materials around student recruitment into CTE programs. This work will support the CTE: Learning that works for America campaign and can be used by all states and members. Advance CTE will conduct a refresh of all campaign materials in the fall, in addition to a 50-state re-sign on.

#### **3. Raise the visibility and promotion of high-quality CTE**

Advance CTE continues to make progress in raising the visibility of high-quality CTE through the awards, continued communications with members, developing materials for non-members, such as blogs and e-newsletters, and continuing to build relationships with the media.

Below are a number of charts that demonstrate our reach on social media, the website and blog. Additionally, there is an audience map that staff is utilizing to promote major initiatives and ensure that all audiences are accounted for when communicating the value of CTE, and Advance CTE major initiatives. This approach will be vitally important as state membership is expanded to ensure all members are receiving information that is relevant to their work.

Staff is continuing to build and maintain strong relationships with key members of the media and leverage partnerships to build media presence resulting in a number of articles including in [PBS](#), [The Hill](#), [Huffington Post](#), [Education Week](#) and [Fortunate](#) in the recent months.

#### **4. Build and maintain strong and effective partnerships that advance Advance CTE's vision and mission**

Advance CTE continues to work with partners to amplify our state and federal policy agenda and state policy work by leveraging partnerships such as a blog highlighting the New Skills for Youth initiative on the [U.S. Chamber of Commerce Foundation's blog](#) during CTE Month. Staff also coordinates with the Association for Career and Technical Education and related partners regularly to advance policy priorities.

#### **5. Developing internal processes and protocols to ensure a strong and sustainable organization**

Advance CTE has worked to develop internal processes for tracking and maintaining communication materials and activities including a coordinated dissemination and marketing plan for each project and release and an organization-wide release schedule.

Staff will develop processes for reinvigorating the CTE: Learning that works for America campaign and maintaining up-to-date lists of current campaign users and approvers in the summer to be launched in the fall.

### **Major Accomplishments (October 2016-April 2017)**

Advance CTE conducted first-of-its-kind research around student recruitment into CTE programs and developed a report, the *Value and Promise of CTE* based on these findings, in addition to a number of tools so that states, districts and local leaders can begin to tackle this important challenge. Supported by the Siemens Foundation, this communications research positions Advance CTE as a leader not only in policy, but also in communications. Advance CTE is working with four states to pilot this research through a variety of recruitment activities online and onsite and will share lessons learned and findings in the fall.

Advance CTE has conducted the fourth annual Excellence in Action awards and will award 11 programs of study this prestigious national award at the Spring Meeting on May 3. Advance CTE will work with these programs to promote them as best practices throughout the year through blog posts, 2-pagers, webinars, conferences and in the media.

### **Challenges**

Staff is working on developing new materials for the CTE: Learning that works for America campaign to be utilized by all members, as well as launching a 50-state resigning on given the turnover in recent years. This is marked 'red' because much of this is in the planning phase and will be completed in the fall.

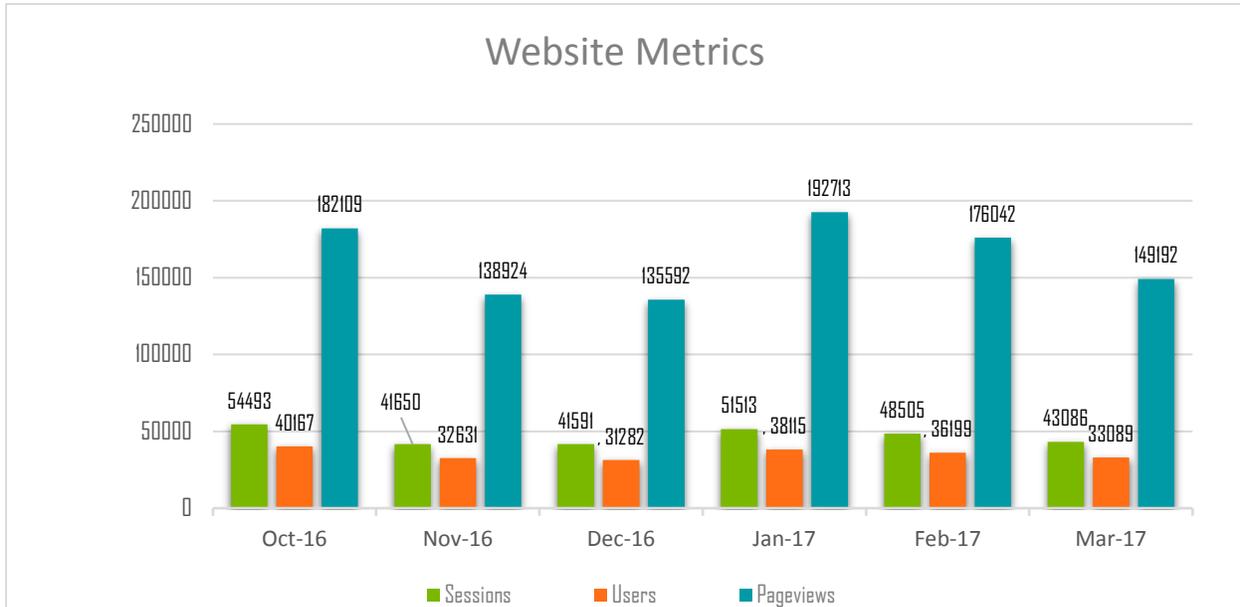
### **Priorities for Next Six Months (May-October 2017)**

Staff plans to:

- Conduct the Siemens Foundation work providing technical assistance to four states around effective recruitment communications and activities;
- Refreshing the CTE: Learning that works for America campaign and launching a 50-state sign on;
- Further work on differentiated communications to better communicate to members, partners, the media and relevant stakeholders; and
- Promote the 2017 Excellence in Action award winners

**Relevant Data**

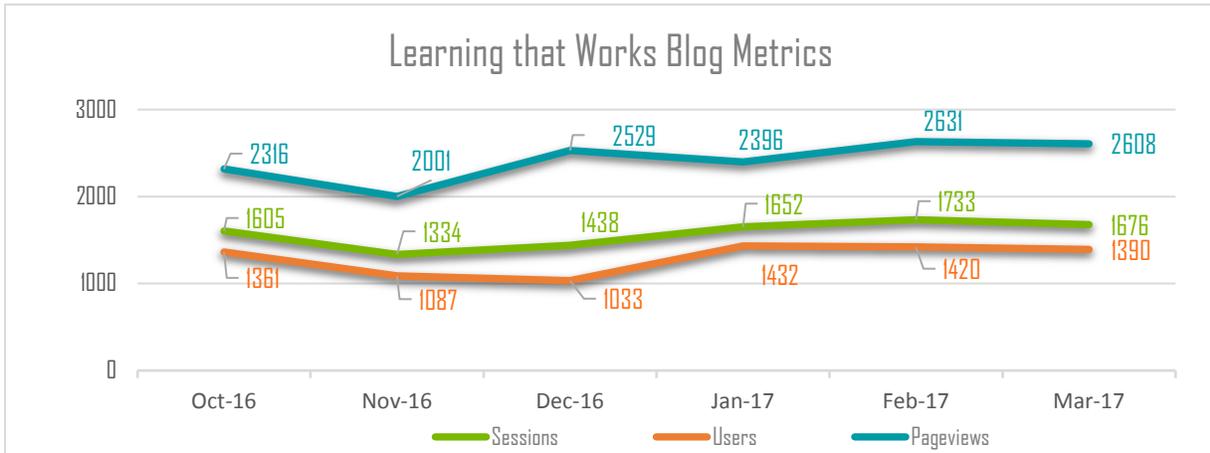
**Website hits remain consistent with years past with a slight decrease around the holiday season and averaging 47,000 sessions, 35,000 users and 162,000 sessions per month**



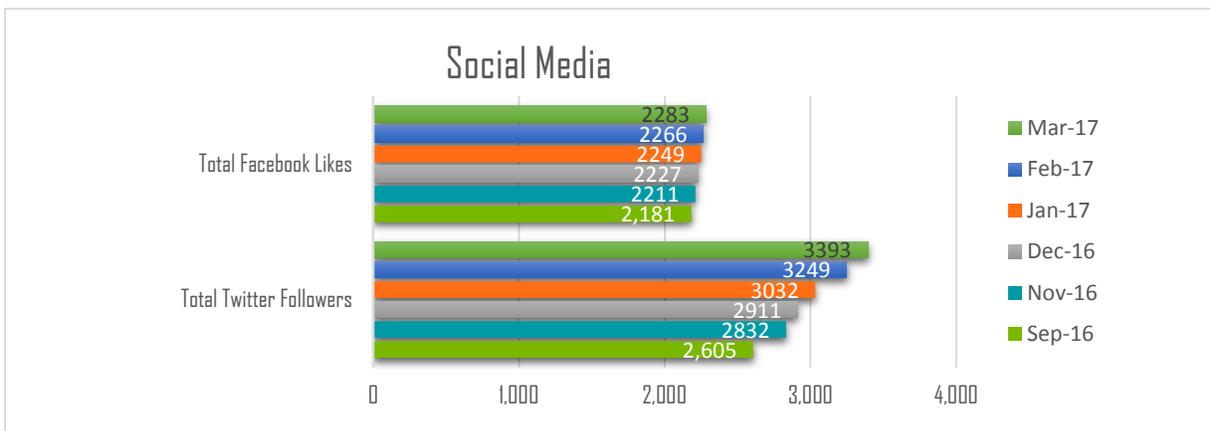
**Since October, Advance CTE has launched a number of resources and initiatives resulting in a number of hits including:**

Release	Number of web hits
Open applications to the Excellence in Action award	2955
2017 Spring Meeting	2016
<i>Putting Learner Success First</i>	1959
<i>Credentials of Value</i>	1318
<i>State of CTE: Increasing Access to Industry Experts</i>	1218
Fact Sheets	1108
2016 Annual Report	646
CTE Month	659

**Staff published 80 blogs between October and April averaging 11 blog posts per month.**



**Advance CTE has continued to grow its media presence primarily on Facebook and Twitter through regular posts, Twitter chats, cross-promotion with partners and leveraging major events such as CTE Month.**



## **Putting Learner Success First Strategy Update – May 2017**

### **Overview of Major Activities**

#### **1. Ensure high-quality federal and state CTE policies are adopted and implemented**

*Putting Learner Success First* will become the guidepost for our organizational federal and state policy priorities, as reflected in position papers, recommendations and state policy frameworks. The shared vision also serves as the foundation for our research agenda and is highlighted and featured in any and all publications and resources, such as the program approval brief, State of CTE report on industry experts and planned resources around rural access and career advisement.

#### **2. Empower members through professional learning**

Advance CTE is working to support members as they adopt, implement and advance the principles and actions of *Putting Learner Success First* through the development of resources to support implementation, promotion at our meetings, and the launch of a member committee to identify promising practices and high-need resources. Any resources that have or will be created will help members communicate about the vision and use it in their own states and communities to impact the perception of CTE, inform state-developed CTE visions and support other professional development activities.

#### **3. Raise the visibility and promotion of high-quality CTE**

To position *Putting Learning Success First* as an advocacy vehicle for high-quality CTE, Advance CTE is creating communications tools and resources to support its promotion; identifying best practices that can be disseminated broadly; and creating opportunities for partners, members and other supporters to publicly demonstrate their support for the vision and its principles. In addition, the resources, Advance CTE has also created a blog series and a campaign sign-on webpage.

#### **4. Build and maintain strong and effective partnerships that advance Advance CTE's vision and mission**

Advance CTE is committed to serving as an ongoing convener of partnering organizations to ensure advocacy for and collaborative and coordinated advancement of the vision. We are continually working to deepening our partnerships with vision supporters, engage new supporters and identify new ways to collaborate in support of key principles and actions. A number of our partners sit on the vision committee – both those who have signed on in support of the vision and others – and we have continued to find ways to partner with organizations to promote and advance the vision, such as blog posts, publications and fact sheets.

#### **5. Developing internal processes and protocols to ensure a strong and sustainable organization**

To support the wide array of activities related to *Putting Learner Success First* led by Advance CTE, its partners and state and local leaders, Advance CTE has created an internal set of metrics to track progress and success.

## **Major Accomplishments (October 2016-April 2017)**

In the past six months, Advance CTE has:

- Embedded activities in support of *Putting Learner Success First* in our communications, member engagement, state policy and federal advocacy strategies.
- Aligned all recent and planned publications with principles and actions within *Putting Learner Success First* either implicitly based on related topics (e.g., work-based learning briefs and guide) or explicitly (employer engagement white paper, state of CTE report on industry experts in the classroom, pathways approval brief).
- Launched a member vision committee to engage members around vision, identify promising practices and identify high-need resources. In total, there are over 30 members engaged in this committee, with over 20 individuals participating in the two calls held in 2017.
- Released new resources in support of *Putting Learner Success First* in partnership with ACTE, National Council of State Directors of Community Colleges and U.S. Chamber of Commerce Foundation.
- Presented on *Putting Learner Success First* at four state and four national conferences.

In addition:

- [Five organizations](#) have formally joined onto the vision, bringing the total of supporting organizations to 12. These organizations – including the Asia Society, Goodwill International, National FFA, SkillsUSA and FCCLA – sent letters of support signaling their commitment to the five principles of *Putting Learner Success First*.
- *Putting Learner Success First* was featured in two U.S. Chamber of Commerce Foundation blogs and in a Brookings Institute [memo](#) to the new Administration.

## **Challenges**

*Putting Learner Success First* has been well-integrated in our state policy and communications work, but the integration of the principles and actions into Advance CTE's federal policy priorities has not happened. Although we regularly share the vision on Hill visits and with other federal advocacy partners, we have not embedded the vision or its principles explicitly in any federal policy recommendations or priorities, largely because of timing and not wanting to cause confusion with any potential Congressional action.

In addition, while we have created a [number of resources](#) based on input from our members and partners and kept *Putting Learner Success First* in the spotlight, Advance CTE has not actively supported implementation at the state and local level, largely due to a lack of internal capacity and effective strategy for packaging and releasing the various resources that have been created. Based on input from member committee, Advance CTE decided to target its focus on positioning *Putting Learner Success First* as an advocacy tool first and foremost, particularly with those outside of the CTE community, for them to understand the full promise of CTE, along with business and industry, whose voices need to be lifted up. As we enter year two of the vision, this will be where we put our resources and measure success.



**QUICK UPDATES**

**Upcoming Advance CTE and Center to Advance CTE Board Meetings**

- Advance CTE Board Meeting – January 16, 2017 at 1–2:30 p.m. ET via conference call
- The Center to Advance CTE Board Meeting – January 16, 2017 at 2–3 p.m. ET via conference call
- If you are unable to participate in the January Board call(s), please let Sherry know by emailing here at [squinn@careertech.org](mailto:squinn@careertech.org). The calls will require a quorum as you will be voting to accept the FY16 audit and 990s for both organizations. Advance CTE’s Board will also consider the proposed ‘business rules’ for the state team membership and some federal policy recommendation updates.

**State CTE Director Changes**

- One new State Director has been named:
  - Maryland: Lynne Gilli (effective: October 24, 2016)
    - Lynne has worked in the state CTE office since 1984, and has held the interim post since 2015.
- Two State Directors have announced their retirement:
  - Nevada: Mike Raponi (effective: October 31, 2016)
  - Arizona: Jeanne Roberts (effective: January 3, 2017)
- Two states – NM and NV – remain without an official State Director in place.

**Staff Updates:** We are pleased to welcome Sherry Quinn to the Advance CTE team! Bringing many years of project management and executive leadership to the position, Sherry joins the team as our new Office Manager. Many of you may have met Sherry at the registration desk at the Fall Meeting. Sherry can be reached at [squinn@careertech.org](mailto:squinn@careertech.org).

**Strategic Priority: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE**

**Finance Update:** The FY16 audit is in its final stages. The staff are meeting with the auditors on December 6 to review the draft audit.

Below is a quick snapshot of the financial position of both organizations As of November 30, 42% of the fiscal year had passed. The snapshots below do not reflect payment of the fall meeting expenses, nor the first quarter payroll and benefits reconciliation between organizations.

Advance CTE Budget Snapshot
Received 76% of budgeted income
Expended 36% of budgeted expenses

Center to Advance CTE Budget Snapshot
Received 82% of budgeted income
Expended 22% of budgeted expenses

**Administrative Updates**

At the October Board of Directors meeting, a new membership structure was approved unanimously by the board. The new structure, which will be implemented in FY17, will allow a State Director to select four individuals (who meet the eligibility requirements of a state or non-state associate member) to be covered under the current state-level membership. Advance CTE and its officers are hosting a State Director-only webinar on December 13 to explain the new state membership structure and gather input to inform the guidance and intent form that will be developed in early 2017.

**Fundraising**

Advance CTE is currently pursuing a variety of federal, corporate and foundation contacts to discuss potential grants and contracts. Below is a chart explaining this month’s engagement with various development opportunities.

<i>Grant/Proposal/Contract</i>	<i>Organization /Partner</i>	<i>Engagement in Past Month</i>	<i>Status</i>
<i>Siemens Foundation</i>		Advance CTE has selected a research firm to conduct qualitative and quantitative research to identify the most effective messages to parents, students and the public around CTE. We are now finalizing the location and composition of 8 focus groups to take place in January. We will plan to do an announcement with Siemens in early 2017 when the messages are ready for public release.	Ongoing
<i>New Skills for Youth</i>	JP Morgan Chase CCSSO	A fuller update is below about recent and upcoming initiatives and deliverables supported by the NSFY grant.	Ongoing
<i>IDIQ – Connecting Secondary CTE &amp; Apprenticeships</i>	OCTAE	Advance CTE and partners have submitted an updated draft of the report describing eight of the CTE-apprenticeship program sites visited throughout the Spring. Initially, the report was to be released in August, but will now likely be released in December. We also are working with our partners (Vivayic, JFF and RTI) on the development of the related resource guide.	Ongoing
<i>Workforce Matters</i>	Multiple	Through an introduction from Siemens, we have been in discussions with Workforce Matters, a coalition of foundations that are committed to supporting workforce development, about how to engage and support their members around CTE. We will be conducting a “CTE 101” webinar in December and have a series of future webinars and meetings planned around key topics, such a work-based learning and industry credentials.	Relationship Building
<i>Arconic Foundation</i>		We have been in discussions with Arconic – formerly part of Alcoa – for the last year and were asked after a productive meeting in the fall to submit a series of fundable ideas before the end of the calendar year. We will be focusing on key topics where additional work and research are needed – that also support Putting Learner Success First – and hope to procure a grant in 2017.	Early discussions

<p style="text-align: center;"><i>Joyce Foundation</i></p>		<p>We had an initial call with a program officer from Joyce to discuss potential alignment in our work, with a focus on Putting Learner Success First and our work with their six focus states (MI, OH, IL, IN, MN, WI). We committed to following up with some potential funding ideas – including the state policy framework around program approval processes – by the end of the year.</p>	<p style="text-align: center;">Early discussions</p>
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**Strategic Priority: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state CTE leaders.**

**Membership Update**

In October and November, Advance CTE gained one new Associate, State member; six Associate, Non-state; and one organizational member.

Total membership as of November 30, 2016: 328

- State Director: 54
- Associate-State: 89
- Associate-Non State: 86
- Organizational: 34 organizations (representing 99 individuals)

**Member Resources and Supports**

**New Skills for Youth Update:** On October 25-26, the NSFY project team held a convening of 24 Phase One states. Each of the states presented on their work during Phase One and their plans for Phase Two. The project team facilitated the review committee conversations and identified follow-up questions. During November, the project team focused on answering those follow-up questions through deeper review of Phase Two submissions and a few phone interviews with NSFY state teams.

Also during October, staff released "[Connecting the Classroom to Careers: A Comprehensive Guide to the State's Role in Work-based Learning.](#)" This report combined previous briefs on work-based learning with new information on scaling and sustaining work-based learning reforms, and provided key considerations and guiding questions for other states wishing to reform their work-based learning system.

The Learning that Works Resource Center - a repository of high-quality reports, tools and policies related to CTE and career readiness - has seen tremendous growth since it was launched earlier this year. To date, the Resource Center has received more than 33,000 page hits at an average of approximately 5,600 hits per month. The most popular topic page for November was "Career Advisement" and the most popular resource was Advance CTE's new report, published in partnership with Ford Next Generation Learning: "[In Their Words: Why Business Leaders Support CTE, Career Pathways and Career Academies.](#)"

Looking ahead, Advance CTE is taking the lead on developing resources for NSFY based on state (and member) needs. Our calendar of planned publications over the next month include:

- *State of CTE report on industry experts in schools:* We recently wrapped up the 2016 State of CTE survey, collecting responses from state directors and local CTE administrators from across the U.S. This year we focus on a question that has been top-of-mind for many state directors: how to

draw industry experts into secondary schools. We shared results from the survey at the Fall Meeting in October, and will release the full report in December.

- *Phase One snapshots:* After a review of application materials, state presentations and interviews with coaches, Advance CTE is drafting brief snapshots on the work done by each of the Phase One states during the grant period. Each snapshot is focused on the lessons all states can learn from each of the NSFY state accomplishments and innovations.

**State CTE Director Listserv:** We have seen an increase in the State Directors' use of the email listserv, which has been a conscious effort on behalf of staff to boost the cross-state sharing and create a community. For those queries that are not sensitive, we have started posting them on the [Members Only section](#) of [careertech.org](#). The most recent requests - regarding CTE governance, staffing and accountability - have been added to this page. Additionally, we will post the public research requests that we receive from national organizations, which can also be found on this page.

### Meetings/Events

Event Name	Date	Total Participants	Total Participating State Directors	% of Participation Goal (if applicable)
Putting Learner Success First Webinar	11/15/16	71	15	NA
Excellence in Action Webinar	11/18/16	18	3	NA

**Excellence in Action Webinar:** On November 18, Advance CTE held *Insights into the Excellence in Action Award* to provide information about the 2017 award application, featuring Desert View High School, a winner from 2016 and Dr. Sarah Heath, a member of last year's selection committee. Presenters provided tips on how to fill out their application, and insight into what an award-winning program of study entails. The webinar had 38 people registered. It was [recorded](#).

## Strategic Priority: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the *Putting Learner Success First: A Shared Vision for the Future of CTE*.

In May, Advance CTE and six partner organizations released [Putting Learner Success First: A Shared Vision for the Future of CTE](#), establishing a bold vision for all of education, which includes, but is not limited to Career Technical Education (CTE). Since the release, tens of thousands of copies have been distributed across the country and state and local leaders have begun to signal their commitment to its implementation. Over 25 states have including *Putting Learner Success First* in their professional development and/or strategic planning in some capacity.

In October and November, Advance CTE continued to release a number of new resources, including:

- [An updated chart](#) highlighting shared vision supporters' and other national organizations' existing and planned initiatives that are addressing and advancing the principles and actions of the vision. This will be updated on a quarterly basis.
- A [blog post](#) from the Chamber of Commerce on what the vision means for their members
- A [webinar](#) with presentations from ACTE, US Chamber of Commerce, CCSSO and NSC.

We have also been doing monthly blog posts on Putting Learner Success First, with the November [post](#) focused on state adoption and support of the vision.

Looking ahead, Advance CTE has a number of resources and activities planned including:

- Launching a member-driven committee to identify best practices and support the implementation of the vision (December)
- A short video showing a world where the vision is a reality (February 2017)
- A two-page document on the role of postsecondary leaders in supporting the new vision with National Council of State Directors of Community Colleges (January 2017)

**Strategic Priority: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and workforce development in support of expanded access to and quality of CTE.**

***Federal Advocacy Plan:*** With the Presidential and Congressional elections finalized, Advance CTE has been assessing the new political landscape for the remainder of the 114<sup>th</sup> Congress and into the 115<sup>th</sup> Congress. Advance CTE and ACTE also developed a transition package for the incoming Trump Administration. These resources can be viewed in [the members-only section of the website](#). The results of the election, coupled with reticent Senate leadership, have significantly diminished the likelihood of Perkins reauthorization this year. Moreover, Congress is set to pass another short-term continuing resolution (CR) into next year which will require Advance CTE to focus predominately on appropriations issues for the coming months.

#### **Sub-Advocacy Plan Activity:**

**WIOA:** There has been no new WIOA-related activity in November.

**HEA:** Advance CTE is deepening its advocacy relationship with the National Skills Coalition and other employer groups in anticipation of Congressional consideration of HEA in the 115<sup>th</sup> Congress. At this time, we expect Congress to begin considering HEA early on next year, but a full reauthorization will most likely be a multiyear process that may outlast the 115<sup>th</sup> Congress.

**ESSA:** USDE recently released final regulations for ESSA state plans, accountability systems, and other major provisions of the law. Advance CTE was successful in securing changes to these final set of rules regarding the law's "fifth" accountability indicator which allows states to focus on aspects of career readiness.

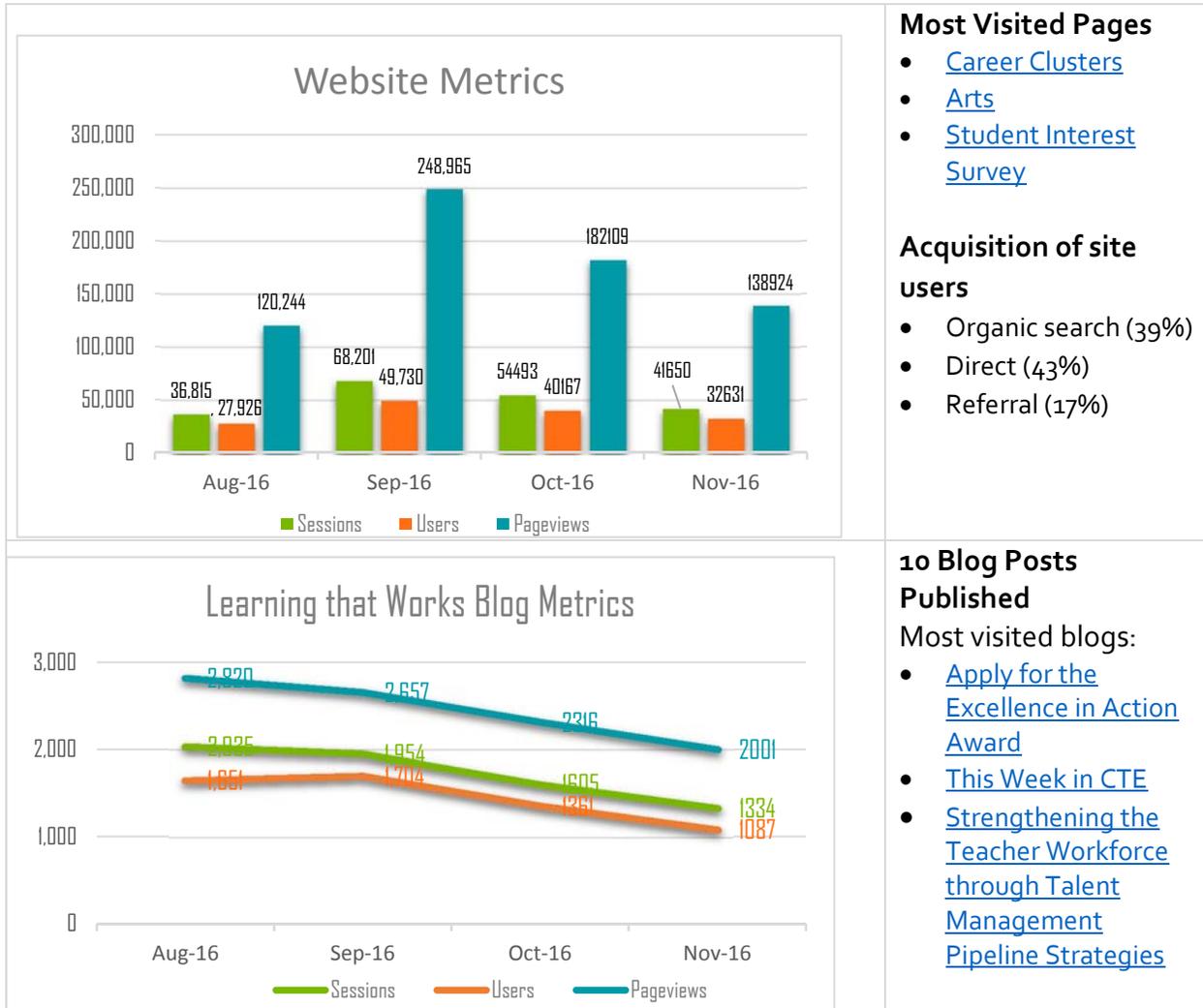
**Budget / Appropriations:** President-Elect Donald Trump signaled to Congressional Republicans a preference to extend the current FY 2017 CR into next year. This puts the current fiscal year's budget on autopilot for several more months and will most likely make the funding situation for education programs, including Perkins, extremely tight. Advance CTE is redoubling its efforts in this area to ensure Perkins is adequately funded moving forward. In the interim, the most recent rescission some states received on their October 1 allocation will stay in place until comprehensive funding legislation is passed sometime next year.

**Perkins:** Advance CTE and ACTE have continued to promote Perkins reauthorization in this Congress before the end of the year. However, it is extremely unlikely at this juncture that the law will be renewed before the end of the year.

**Congressional Offices Engaged in November 2016:**

- Sen. Enzi (R-WY)
- Sen. Casey (D-PA)
- Sen. Alexander (R-TN)
- Sen. Murray (D-WA)
- Sen. Roberts (R-KS)
- Sen. Hatch (R-UT)
- Sen. Kaine (D-VA)
- Rep. Kline (R-MN)
- Rep. Foxx (R-NC)
- Rep. Scott (D-VA)

**Communications Update:**



**Most Visited Pages**

- [Career Clusters](#)
- [Arts](#)
- [Student Interest Survey](#)

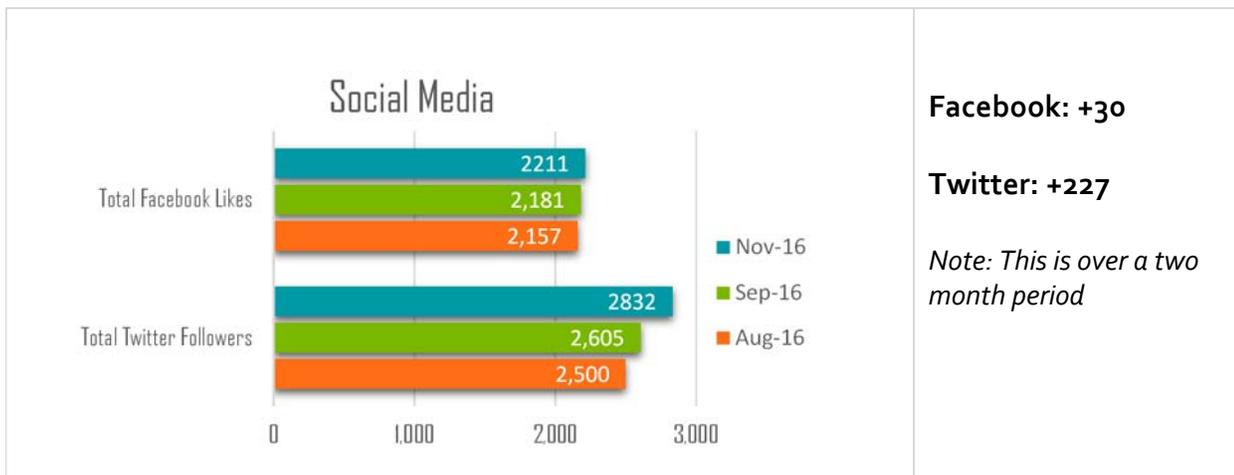
**Acquisition of site users**

- Organic search (39%)
- Direct (43%)
- Referral (17%)

**10 Blog Posts Published**

**Most visited blogs:**

- [Apply for the Excellence in Action Award](#)
- [This Week in CTE](#)
- [Strengthening the Teacher Workforce through Talent Management Pipeline Strategies](#)



**Media**

Advance CTE had one media hit in October:

- [Storm Clouds Over Ed-Tech Law’s Renewal](#), Education Week

Advance CTE has no media hits in November, but did have an interview with a reporter from [ASCD’s Policy Priorities Publication](#), and provided background materials resulting in interviews with at least one State CTE Director.

**Excellence in Action Award**

Advance CTE has continued to market the award application through partners, members, blogs, social media, website, and a webinar. Applications are open until December 14. Staff is finalizing the 2017 selection committee and review process.

**Strategies for Attracting Students to High-Quality CTE**

Advance CTE has selected a research firm to conduct qualitative and quantitative research on the messages that will most resonate with parents and students encouraging them to select and enroll in CTE programs of study. Staff is finalizing focus groups to take place in January, and the State RFP that will be released in December.

**Strategic Priority: Expand awareness of, support for, and access to high-quality CTE by leading, building and maintaining strategic partnerships.**

Below is a list of Advance CTE’s staff most impactful or otherwise notable engagement activities last month	
<b>PRESENTATIONS</b>	<ul style="list-style-type: none"> <li>• Presented on a webinar on career-ready accountability for the Pritchard Committee, based in Kentucky</li> <li>• Presented at and attended a Tennessee Work-Based Learning Workshop</li> <li>• Presented a keynote and breakout at Connecticut’s State CTE Conference</li> <li>• Presented to CTE Consortium Administrators and Featured Session Speaker at the Minnesota CTE Works! Conference</li> </ul>
<b>EVENTS ATTENDED</b>	<ul style="list-style-type: none"> <li>• National Alliance for Partnerships in Equity, STEM Equity Pipeline Advisory Meeting</li> <li>• OCTAE, Advancing Equity in Education Conference</li> <li>• National Career Academy Coalition Board of Directors’ Meeting</li> <li>• College Board College Credit in High School Working Group</li> </ul>

**OTHER PARTNERS  
ENGAGED**

- Bill Symonds of Global Pathways Initiative
- Workforce Matters
- Kick off Meeting with Edge Research (Siemens Foundation Grant)

## QUICK UPDATES

### Upcoming Advance CTE and Center to Advance CTE Board Meetings

- Advance CTE Board Meeting – January 26, 2017 at 1–2:30 p.m. ET via conference call
- The Center to Advance CTE Board Meeting – January 26, 2017 at 2–3 p.m. ET via conference call
- If you are unable to participate in the January Board call(s), please let Sherry know by emailing here at [squinn@careertech.org](mailto:squinn@careertech.org). The calls will require a quorum as you will be voting to accept the FY16 audit and 990s for both organizations. Advance CTE's Board will also consider the proposed 'business rules' for the state team membership and some federal policy recommendation updates.

### State CTE Director Changes

- As noted in a previous report, Arizona State Director Jeanne Roberts will retire on January 3, 2017. An interim or replacement has not yet been named.
- Two states – NM and NV – remain without an official State Director in place.
- One new mentor match has been made:
  - Alaska's Brad Billings has been matched with Wyoming State Director Guy Jackson.
    - Brad was named Alaska's State CTE Director in September after the state Department of Education, among other state agencies, was forced to do a series of layoffs. Though he doesn't have a background in CTE, he is working with his staff to become an instant expert.

## Strategic Priority: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE

### Finance Update:

At the end of December, 50% of the fiscal year will have passed. The financial statements have been reconciled through October 2016. November reconciliations are in process with the accountant; therefore the estimates below reflect actual expenses through the end of December, not including the November and December payroll and investment adjustments as these are done by the accountants. The first quarter payroll reconciliation between organizations is still pending due to errors by the accountant required the entries to be revised. We hope to have that remedied over the holiday break. We will work to have the second quarter payroll reconciliation between organizations will take place in mid-January. Lastly, we are pleased to share that the FY16 audit was clean, with no findings. The accountant and auditor will walk through both the audit and the 990s on our calls with the Finance/Audit Committee and Board in January 2017.

Advance CTE Budget Snapshot
Received 76.13% of budgeted income
Expended 41.34% of budgeted expenses

Center to Advance CTE Budget Snapshot
Received 87.95% of budgeted income
Expended 28.26% of budgeted expenses

**Staff/Organizational Updates**

Steve Voytek is moving on to new ventures in the middle of January, joining the team at ACT (the assessment company). Steve has been with the Advance CTE team for the last three and a half years and during that time has grown to become a compelling advocate and true champion for CTE. He will be remembered for his responsiveness to the membership and thoroughness with which he approached his legislative analysis, as well as his love of matcha! Kim is working with Steve on a transition plan to ensure continuity of our organization’s work federal advocacy work and leadership during the transition of Administration’s. The position announcement has been posted, with the goal of filling the position in late January/early February.

**Fundraising**

Advance CTE is currently pursuing a variety of federal, corporate and foundation contacts to discuss potential grants and contracts. Below is a chart explaining this month’s engagement with various development opportunities.

Grant/Proposal/ Contract	Organization /Partner	Engagement in Past Month	Status
Siemens Foundation		Advance CTE has selected a research firm to conduct qualitative and quantitative research to identify the most effective messages to parents, students and the public around CTE. Eight focus groups – in Bethesda, MD, Columbus, OH, and Jackson, MS – will take place in January. This month, we sent out an invitation to respond to our RFP for states who may receive technical assistance and small groups to support their student recruitment strategies.	Ongoing
New Skills for Youth	JP Morgan Chase CCSSO	A fuller update is below about recent and upcoming initiatives and deliverables supported by the NSFY grant.	Ongoing
IDIQ – Connecting Secondary CTE & Apprenticeships	OCTAE	Advance CTE and partners have submitted an updated draft of the report describing eight of the CTE-apprenticeship program sites visited throughout the Spring. Initially, the report was to be released in August, but will now likely be released in early 2017. We also are working with our partners (Vivayic, JFF and RTI) on the development of the related resource guide.	Ongoing
Workforce Matters	Multiple	Through an introduction from Siemens, we have been in discussions with Workforce Matters, a coalition of foundations that are committed to supporting workforce development, about how to engage and support their members around CTE. This month, we led a “CTE 101” and have a series of future webinars and meetings planned around key topics, such a work-based learning and industry credentials.	Relationship Building

Arconic Foundation		We have been in discussions with Arconic – formerly part of Alcoa – for the last year and submitted a series of fundable ideas earlier this month. We expect a detailed follow up in the coming weeks.	Early discussions
Joyce Foundation		We had an initial call with a program officer from Joyce to discuss potential alignment in our work, with a focus on Putting Learner Success First and our work with their six focus states (MI, OH, IL, IN, MN, WI). We committed to following up with some potential funding ideas – including the state policy framework around program approval processes or support for states’ selection of credentials – by the end of the year.	Early discussions
Bill & Melinda Gates Foundation		We have had some informal discussions with John Fischer, laying groundwork for potential opportunities under a reauthorized Perkins.	Early discussions

**Strategic Priority: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state CTE leaders.**

**Membership Update**

In December, Advance CTE received 1 new Associate, Non-state membership.

Total membership as of December 21, 2016: 329

- State Director: 54
- Associate, State: 89
- Associate, Non-state: 87
- Organizational: 34 organizations (representing 99 individuals)

**State Team Update**

In December, Advance CTE staff held engagement calls with the State Directors to receive feedback on the proposed guidance for the new state team membership structure. Of the 54 State Directors, 45 have participated in calls or provided feedback via email. Five will be engaged during the first week of January. Four states remain outstanding and staff will try again to engage with those states in early January.

As a result of these calls, staff are developing finalized guidance and a proposed board policy in advance of the Board’s January meeting, and will continue to preparations operationalize the membership structure in our administrative, financial and communications systems.

**Member Resources and Supports**

**State Policy and New Skills for Youth Update:** During December, staff released this year’s [State of CTE report](#). This year we focus on a question that has been top-of-mind for many state directors: how to increase access to industry experts into secondary schools. The report was informed by a survey of our State Directors as well as a survey of 260 local CTE administrators and teachers from 26 states. We shared results from the surveys at the Fall Meeting in October, and will share further conclusions during a [webinar](#) on January 9.

This month's update from the Learning that Works Resource Center is cut a little short due to the holidays. During the first three weeks of December, the Resource Center saw nearly 2,600 page views (slightly off course from the monthly average of 5,500 thus far). After the [2016 State of CTE report](#) on recruiting industry experts was released on December 16, the publication quickly became the most frequently visited resource in the Resource Center for the month of December.

Looking ahead, Advance CTE is taking the lead on developing resources based on state (and member) needs. Our calendar of planned publications over the next month include:

- *Phase One snapshots:* After a review of application materials, state presentations and interviews with coaches, Advance CTE is drafting brief snapshots on the work done by each of the Phase One states during the grant period. Each snapshot is focused on the lessons all states can learn from each of the NSFY state accomplishments and innovations.
- *State Policies Impacting CTE: 2016 Year in Review:* In January, Advance CTE and the Association for Career and Technical Education (ACTE) will release the fourth installment in the annual Year in Review series, highlighting legislation, board rules, executive actions and other CTE-relevant state policies that were passed during the calendar year. We will host a webinar on Wednesday, January 25 to discuss findings from the report. Register to attend [here](#).

### Meetings/Events

Event Name	Date	Total Participants	Total Participating State Directors	% of Participation Goal (if applicable)
2017 Spring Meeting	May 2-4	TBD	TBD	TBD

Registration for the 2017 Spring Meeting will open on January 13, 2017. Further details will be provided in the January Board Update, as plans continue to take shape.

**Strategic Priority: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the *Putting Learner Success First: A Shared Vision for the Future of CTE*.**

In May, Advance CTE and six partner organizations released [Putting Learner Success First: A Shared Vision for the Future of CTE](#). Since the release, tens of thousands of copies have been distributed across the country and state and local leaders have begun to signal their commitment to its implementation. Over 20 states have including *Putting Learner Success First* in their professional development and/or strategic planning in some capacity.

Since the release, we have signed on five additional supportive organizations, most recently National FFA in December. We are awaiting their signed letter of support and then will plan to do a blog post featuring them in January.

We have also been doing monthly blog posts on Putting Learner Success First, with the November [post](#) focused on state adoption and support of the vision.

Looking ahead, Advance CTE has a number of resources and activities planned including:

- A two-page document on the role of postsecondary leaders in supporting the new vision with National Council of State Directors of Community Colleges (January 2017)
- A two-page document on the role of industry leaders in supporting the new vision with National Council of State Directors of Community Colleges (February 2017)
- A short video showing a world where the vision is a reality (February 2017)

**Strategic Priority: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and workforce development in support of expanded access to and quality of CTE.**

**Federal Advocacy Plan:** Congress reconvened briefly for a short lame duck session this month. Lawmakers, at the request of incoming President-Elect Donald Trump, passed stopgap legislation, known as a continuing resolution (CR), to keep the federal government open until April 8<sup>th</sup>, 2017 and fund programs like the Carl D. Perkins Act (Perkins) at least in the interim. Advance CTE has been focusing its advocacy efforts on this ongoing budget and appropriations process which has the potential to significantly impact Perkins funding for the next several years.

**Sub-Advocacy Plan Activity:**

**WIOA:** Advance CTE met with several U.S. Department of Labor officials this month regarding the release of additional non-regulatory guidance related to the implementation of career pathways and the provision of recognized postsecondary credentials. With a new administration transition into the White House, staff believe that this guidance will be further delayed until late 2017.

**HEA:** Advance CTE is in the process of revising its HEA recommendations to reflect a new political environment and to further advance its policy objectives in this space. These revisions will be presented to the board for approval in early 2017.

**ESSA:** There has been no relevant updates for ESSA implementation this month.

**Budget / Appropriations:** As mentioned, Advance CTE's priority in 2017 will be the protection of the federal investment in CTE—the Perkins Act. Ongoing partisan disagreements over macro fiscal policy have the potential to dramatically impact funding for the Perkins Act in the coming years and Advance CTE will be pursuing several courses of action to ensure a robust federal investment in CTE for the years to come.

**Perkins:** Advance CTE met with House education committee staff this month and are cautiously optimistic that the House-passed Perkins reauthorization bill will be re-taken up for consideration in the New Year. A timeline for this process is still extremely tentative, as are related details, but will become clearer after the House leadership elections in January. In the

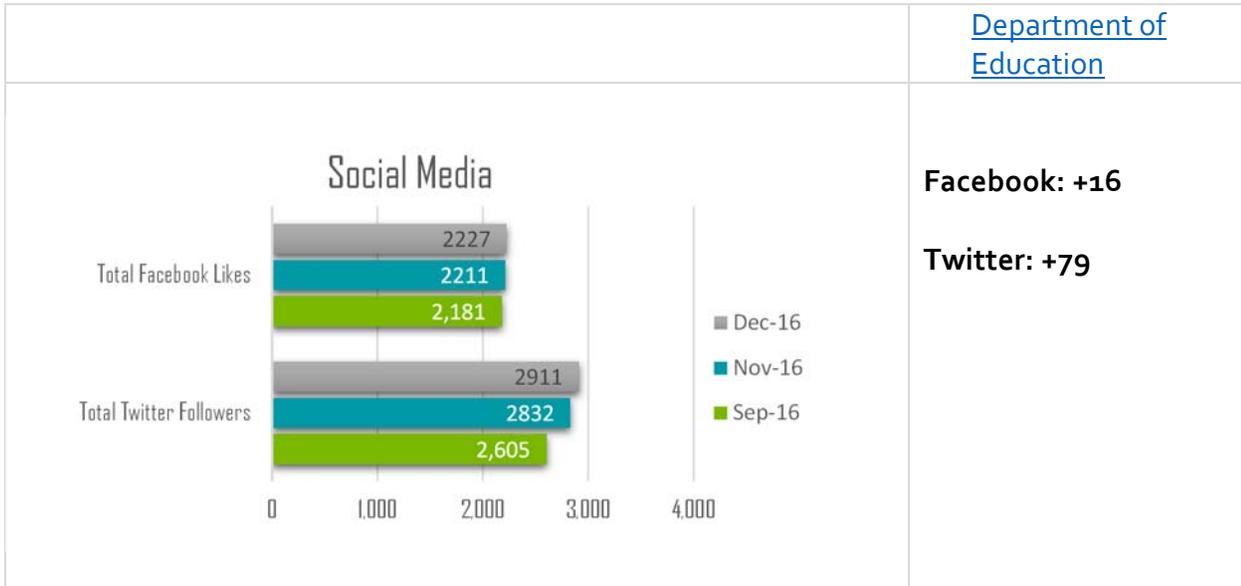
Senate, education staff remain optimistic about Perkins' prospects but have made no commitments to moving specific legislation at this time.

**Congressional Offices Engaged in December 2016:**

- Sen. Enzi (R-WY)
- Sen. Alexander (R-TN)
- Sen. Murray (D-WA)
- Sen. Kaine (D-VA)
- Sen. Baldwin (D-WA)
- Rep. Kline (R-MN)
- Rep. Foxx (R-NC)
- Rep. Scott (D-VA)
- Rep. Langevin (D-RI)
- Rep. Thompson (R-PA)

**Communications Update:**

<p><b>Website Metrics</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Sessions</th> <th>Users</th> <th>Pageviews</th> </tr> </thead> <tbody> <tr> <td>Sep-16</td> <td>68,201</td> <td>49,730</td> <td>248,965</td> </tr> <tr> <td>Oct-16</td> <td>54,493</td> <td>40,167</td> <td>182,109</td> </tr> <tr> <td>Nov-16</td> <td>41,650</td> <td>32,631</td> <td>138,924</td> </tr> <tr> <td>Dec-16</td> <td>41,591</td> <td>31,282</td> <td>135,592</td> </tr> </tbody> </table>	Month	Sessions	Users	Pageviews	Sep-16	68,201	49,730	248,965	Oct-16	54,493	40,167	182,109	Nov-16	41,650	32,631	138,924	Dec-16	41,591	31,282	135,592	<p><b>Most Visited Pages</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Career Clusters</a></li> <li>• <a href="#">Arts</a></li> <li>• <a href="#">Human Services</a></li> </ul> <p><b>Acquisition of site users</b></p> <ul style="list-style-type: none"> <li>• Organic search (39%)</li> <li>• Direct (39%)</li> <li>• Referral (17%)</li> </ul>
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**Media**

Advance CTE had one media hit in December:

- [How Can Schools Get More Industry Experts into Career-Tech Programs?](#)

Advance CTE also provided background information for a reporter from [ASCD’s Policy Priorities Publication](#) and Fortune Magazine.

**Excellence in Action Award**

Award applications have been received and staff is doing the initial review of awards. The selection committee will meet in early February to select the final award winners.

**Strategies for Attracting Students to High-Quality CTE**

Staff and Edge Research will conduct focus groups to take place in January in Mississippi, Ohio and Maryland. The State RFP for the second phase state competition was released in December, with applications due in late January.

**Strategic Priority: Expand awareness of, support for, and access to high-quality CTE by leading, building and maintaining strategic partnerships.**

Below is a list of Advance CTE’s staff most impactful or otherwise notable engagement activities last month

**PRESENTATIONS**

- Presented and led a discussion on the role CTE plays in juvenile justice programs at a Jobs for the Future meeting of federal grantee facilities
- Presented on a webinar to Workforce Matters
- CareerTech VISION

## EVENTS ATTENDED

- Department of Defense Education Activities pathways meeting
- Achieve’s annual meeting
- National Academies of Sciences, Engineering, and Medicine, Military as a Career Pathway Conference, Washington, D.C.
- Committee for Education Funding (CEF), Election Debrief With Washington Post, Washington, D.C.
- New America Foundation, Beyond the Classroom: Integrating the Workplace into the Classroom, Washington, D.C.
- Workforce Data Quality Campaign (WDQC), Annual State Fly-In, Washington, D.C.
- AEI This Way Up Conference, Washington, D.C.

## OTHER PARTNERS ENGAGED

- Engaged with the AIR Center on Great Teachers and Leaders in the development of the State of CTE Industry Experts Report
- ACTE on Joint Workplan
- OCTAE
- WGBH

## QUICK UPDATES

### Upcoming Advance CTE and Center to Advance CTE Board Meetings

#### **Advance CTE Board Meetings**

- Board Meeting on Governance - March 29, 2017 at 1-2 p.m. ET via conference call
- Board Meeting - May 1, 2017 from 9 a.m.-2 p.m. at the 2017 Spring Meeting in Washington DC
- Board Meeting on FY18 Budgets - June 22, 2017 at 2-3 p.m. ET via conference call

#### **The Center to Advance CTE Board Meetings**

- Board Meeting - May 1, 2017 from 3-5 p.m. at the 2017 Spring Meeting in Washington DC
- Board Meeting on FY18 Budgets - June 22, 2017 at 3:30-4:30 p.m. ET via conference call

#### **Joint Board Meeting**

- Joint Board Meeting – May 1, 2017 from 2-3 p.m. at the 2017 Spring Meeting in Washington DC

### State CTE Director Changes

- In January, there were two new vacancies: Indiana's Peggy Wild and Arizona's Jeanne Roberts. Advance CTE is maintaining contact with both offices in the interim.
- Illinois State Director Dora Welker notified staff of her intent to retire in late February. Staff will work to facilitate this transition to maintain contact.
- Two states – New Mexico and Nevada – named new State Directors in January.
  - New Mexico: Elaine Perea, of New Mexico, previously served three years as the Deputy CTE Director under Eric Spencer, the former State Director. Perea's background is in business and finance. Staff held an informational call with Perea in January and paired her with Tiffany Sanderson of South Dakota.
  - Nevada: Kristine Nelson was appointed to the position in early January. She previously served as the liaison to the state Workforce Development Board. Staff are working to schedule a call with her.
- Two new State Director blogs have been posted. Learn more about Texas' [Quentin Suffren](#) and Maryland's [Lynne Gilli](#).

## Strategic Priority: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE

### Finance Update:

Advance CTE Budget Snapshot
Received 80% of budgeted income
Expended 39% of budgeted expenses

Center to Advance CTE Budget Snapshot
Received 107% of budgeted income
Expended 47% of budgeted expenses

### Fundraising

Advance CTE is currently pursuing a variety of federal, corporate and foundation contacts to discuss potential grants and contracts. Below is a chart explaining this month's engagement with various development opportunities.

Grant/Proposal/ Contract	Organization /Partner	Engagement in Past Month	Status
Siemens Foundation		This month, Advance CTE's research firm to conducted 8 focus groups to begin to identify the most effective messages to parents, students and the public around CTE. These focus groups will serve as the foundation for a national survey to be in the field in February. In addition, we received applications from 8 out of 20 states who applied to receive technical assistance and small grants to support their student recruitment strategies. States will be selected and notified in February.	Ongoing
New Skills for Youth	JP Morgan Chase CCSSO	A fuller update is below about recent and upcoming initiatives and deliverables supported by the NSFY grant.	Ongoing
IDIQ – Connecting Secondary CTE & Apprenticeships	OCTAE	Advance CTE's and partners' updated draft on CTE-apprenticeship programs was approved by OCTAE in January. Planning began on a webinar to release the report, but USED then paused the webinar until they can receive approval from the new administration.	Ongoing
Workforce Matters	Multiple	Through an introduction from Siemens, we have been working with Workforce Matters, a coalition of foundations that are committed to supporting workforce development, about how to engage and support their members around CTE. In February, we will be leading webinar on work-based learning for this group.	Relationship Building
Arconic Foundation		We have been in discussions with Arconic – formerly part of Alcoa – for the last year and submitted a series of fundable ideas in December. We found out they have decided to focus on local, community-based investments but we are keeping the conversation open.	Stalled
Bill & Melinda Gates Foundation		We have had a number of discussions with John Fischer, laying groundwork for potential opportunities under a reauthorized Perkins. In January, we learned they are considering a new strategy around CTE/Perkins and we provided information for an internal brief. We hope to learn	Early discussions

		more about the prospects of support for CTE in coming weeks.	
NSF	EDC	Advance CTE is being written into a new proposal for the National Science Foundation related to careers in “big data.” The goal would be to work with employers and partners to identify the skill set needed for careers in this field and then to build out a program of study/pathway. This proposal is a vetting proposal. If NSF is interested, we would find out in November. Then a full proposal would need to be submitted.	Early discussions

**Strategic Priority: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state CTE leaders.**

**Membership Update**

In January, Advance CTE received 1 new Associate, State membership and 3 new Associate, Non-state memberships.

Total membership as of January 31, 2017: 333

- State Director: 54
- Associate, State: 90
- Associate, Non-state: 90
- Organizational: 34 organizations (representing 99 individuals)

**Meetings/Events**

Event Name	Date	Total Participants	Total Participating Members	% of Participation Goal (if applicable)
2017 Spring Meeting	May 2-4	21	21	14%

Registration for the 2017 Spring Meeting opened on January 17, 2017. This year’s meeting will feature our annual Excellence in Action and Congressional Star of Education awards. Staff requested, and received approval from the Executive Officers, to move the member-focused Star of Education awards to the Fall Meeting, where they can be better featured.

Staff are also putting together the final details of the agenda, which will be released during the first week of February. This year’s agenda will feature a mix of general session panels featuring national experts, breakouts that “go deep” on a specific state, and small-group discussions. New this year – staff are developing a series of workshops to bring a new dimension to our meetings.

**Member Resources and Supports**

**State Policy and New Skills for Youth Update:** On January 11, the NSFY team announced 10 states that would be receiving Phase Two funding. The announcement was marked with an event on Capitol Hill, where Elaine Quijano moderated a panel including JPMorgan Chase CEO Jamie Dimon, Michael Bloomberg, Rhode Island governor Gina Raimondo, Senators Tim Scott, Tim Kaine and Michael Bennet.

The team has been working on planning supports for Phase Two participants. These supports include publications and tools created by Advance CTE, as well as Advance CTE input into progress monitoring,

affinity groups and other technical assistance. Additionally, staff presented on a webinar with over 100 participants to discuss the findings of the December 2016 State of CTE report on industry experts.

Also in January, Advance CTE and the Association for Career and Technical Education (ACTE) released the fourth installment in the annual Year in Review series, highlighting legislation, board rules, executive actions and other CTE-relevant state policies that were passed during the calendar year. Staff presented on a webinar discussing the report on January 25.

The Learning that Works Resource Center continues to sustain high engagement in the beginning of 2017. In January, the Resource Center received more than 8,300 hits, driven in part by the launch of the second phase of the New Skills for Youth initiative. On January 11, Advance CTE, in partnership with CCSO and ESG, released ten snapshots profiling work in the Phase Two funded states. These snapshots, along with increased attention around the initiative, resulted in approximately 1,300 hits to the Resource Center - the highest amount of traffic in a single day since the Resource Center was launched in June. Staff will release snapshots for the remaining NSFY states in late February.

In January, Advance CTE also issued a call for additional resources, which generated 20 submissions from eight partners. Moving forward, the Advance CTE team aims to strengthen the quantity and quality of resources available in the Learning that Works Resource Center by developing new policy profiles, continuing to add new resources, and completing a scheduled audit of the existing resources to ensure they are relevant and high quality.

## **Strategic Priority: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the *Putting Learner Success First: A Shared Vision for the Future of CTE.***

In May, Advance CTE and six partner organizations released [Putting Learner Success First: A Shared Vision for the Future of CTE](#). Since the release, tens of thousands of copies have been distributed across the country and state and local leaders have begun to signal their commitment to its implementation. Over 20 states have including *Putting Learner Success First* in their professional development and/or strategic planning in some capacity.

Since the release, we have signed on five additional supportive organizations, most recently National FFA in December. Their signed letter of support can be found [here](#).

We have been doing monthly blog posts on Putting Learner Success First, with the January [post](#) featuring [National FFA](#) and a new resource we created in partnership with the National Council for State Directors of Community Colleges on the [role of postsecondary leaders](#) in supporting the vision.

Finally, in January, Advance CTE staff launched an informal committee of its members to provide input and help generate ideas for ensuring Putting Learner Success First achieves impact and reach throughout the nation. In total, over 30 individuals – including State CTE Directors, counterparts, state agency staff, local administrators and key partners – signed on to participate and 15 individuals were able to join the first call (and another 8 individuals gave initial input electronically). Some of the early suggestions and ideas that emerged from this group include:

- Focusing our supports and efforts around helping the community use *Putting Learner Success First* as an advocacy tool to show the value proposition of CTE and its potential impact on education in the short term
- But, in the long term, focusing our supports and efforts around helping the community align their strategic plans/visions to *Putting Learner Success First*

- Develop a plan for the development of resources that can be used at the local level by administrators and educators to better understand how their practice aligns with – or needs to align with – the principles of *Putting Learner Success First*. Anything created would need clear direction for use by those local leaders and state officials supporting such professional development
- Focusing attention on engaging business and industry partners to be advocates for CTE and *Putting Learner Success First*

**Strategic Priority: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and workforce development in support of expanded access to and quality of CTE.**

**Federal Advocacy Plan:** Given Steve’s departure, we encourage you to make sure you are getting the blog posts, as it’s our main vehicle for timely, legislative updates. In case you missed any of the recent posts, here are links:

- **Betsy DeVos’s Narrowing Path to Confirmation** – February 3, 2017 - <http://blog.careertech.org/?p=12842>
- **President Trump’s First Week in Office** – January 29, 2017 - <http://blog.careertech.org/?p=12822>
- **Betsy DeVos on CTE** – January 18, 2017 - <http://blog.careertech.org/?p=12808>

**Perkins:** We continue to work with our coalition of education and employer partners to advocate for our Perkins reauthorization priorities. Recently, a letter, signed by 85 organizations, was sent to the CTE Caucus chairs, calling for reauthorization and emphasizing the important role CTE has to nation’s employers, infrastructure and security.

You can learn more, as well as see the letter, here: [http://blogs.edweek.org/edweek/campaign-k-12/2017/02/career-technical-education-advocates-trump-presidency.html?utm\\_source=feedblitz&utm\\_medium=FeedBlitzRss&utm\\_campaign=campaignk-12](http://blogs.edweek.org/edweek/campaign-k-12/2017/02/career-technical-education-advocates-trump-presidency.html?utm_source=feedblitz&utm_medium=FeedBlitzRss&utm_campaign=campaignk-12)

The House Education and Workforce Committee has signaled its intent to pick up Perkins reauthorization in March. The expectation is that they will begin with the bill that passed the House last year, H.R. 5587. Another hearing is expected but we don’t know if that will happen before or after introduction of the bill and if the hearing will be a full committee or subcommittee hearing. We are meeting with House staff next week and will continue to share updates as we have them.

**Budget / Appropriations:** While nothing specific has been circulated by the new Administration related to their budget plans, the rumor mill is suggesting that the budget will be informed by the Heritage Foundation’s proposal. This proposal includes:

- Eliminating all funding for WIOA
- Eliminating “competitive and project grant programs that fall under” ESSA and “remaining ARRA programs.
- “At the same time, reduction spending on formula grant programs managed by the Department of Education by 10 percent.” This would include Perkins.

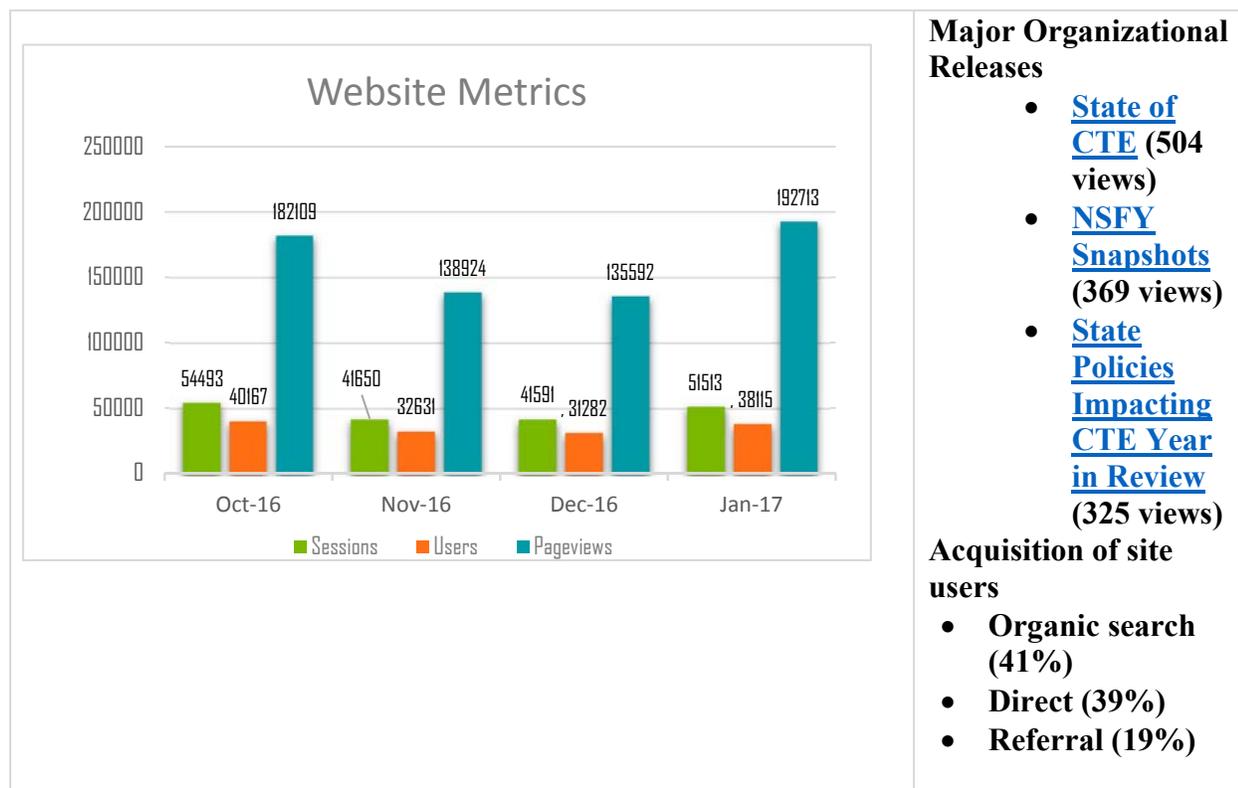
Here are links to the Heritage Foundation’s proposal:

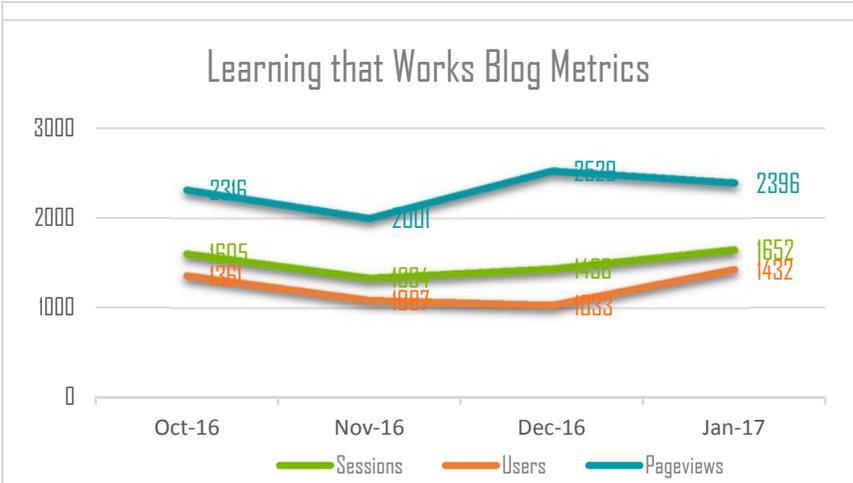
- <http://www.heritage.org/budget-and-spending/report/blueprint-balance-federal-budget-2017>
- <http://thf-reports.s3.amazonaws.com/2016/BlueprintforBalance.pdf>

Advance CTE is an active member of the Committee for Education Funding (<http://cef.org/>), which works to increase and protect education funding. We are also a partner of NDD United (<http://www.nddunited.org/>), a diverse coalition dedicated to protecting the funding dedicated to nondefense, discretionary programs, which includes education. The funding battle, at this stage, is at the macro level - trying to protect the spending cap for labor, health and human services and education programs. There is nothing specific that has been shared about Perkins funding.

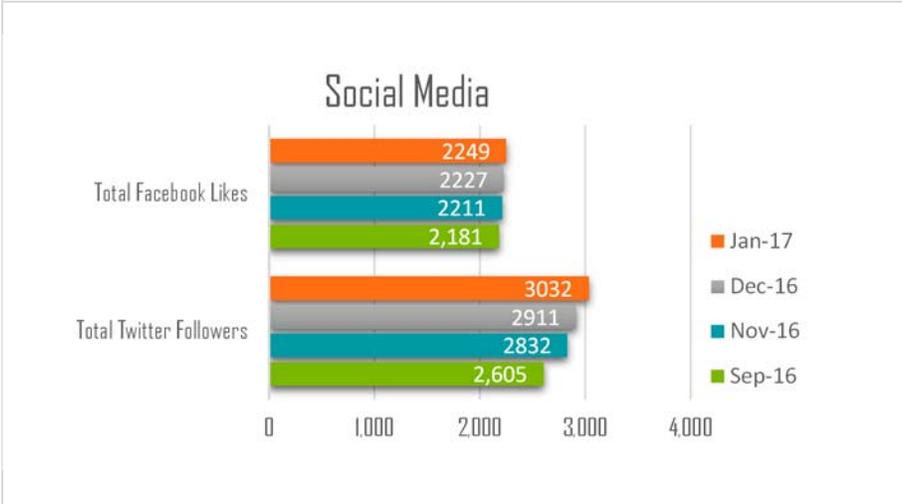
**WIOA:** As mentioned in a recent blog post, we are working to analyze the recent WIOA infrastructure memo. <https://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/octae-program-memo-17-3.pdf>. The memo, directed to Adult Education, includes a lot of relevant information that is important for all mandatory partners to be aware of, including CTE. Our analysis is expected out this week.

Communications Update:





- 11 Blog Posts Published**  
**Most visited blogs:**
- [Betsy DeVos on CTE: Students Need to Have a Full Menu of Options](#)
  - [\\$20 Million Grants Awarded to 10 States to Improve Career Pathways for all Students](#)
  - [Registration Now Open for 2017 Spring Meeting](#)



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**Twitter: +121**

**Media**

The New Skills for Youth initiative Phase II announcement resulted in a number of articles mentioning Advance CTE as a partner in this work, including in national pieces in [Education Week](#), and [The Journal](#) in addition to a handful of local articles in Phase II states such as [Kentucky](#), [Louisiana](#), and [Nevada](#). Kimberly Green was also quoted in a national [press release](#) about the announcement. Additionally, [Education Week](#) covered our State of CTE report in their report roundup in January. Staff also provided background information to Education Week for a series of CTE-related articles to be released in the coming months.

**Excellence in Action Award**

The selection committee will meet in early February to select the final award winners.

## Strategies for Attracting Students to High-Quality CTE

Staff and Edge Research conducted focus groups in Mississippi, Ohio and Maryland. The State RFP for the second phase state competition applications were due January 25. Staff will review applications and select up to four states to move forward in mid-February.

**Strategic Priority: Expand awareness of, support for, and access to high-quality CTE by leading, building and maintaining strategic partnerships.**

Below is a list of Advance CTE’s staff most impactful or otherwise notable engagement activities from last month

<b>PRESENTATIONS</b>	<ul style="list-style-type: none"> <li>Presented a webinar for the <i>State of CTE</i> report release to FCCLA’s state advisors, with over 100 participants</li> <li>Presented to group of STEM researchers through STELAR partnership</li> <li>Presented at Ohio’s New Skills for Youth announcement</li> <li>Served as resource expert on NGA’s Talent Pipeline: Career Pathways call</li> <li>Presentation at Florida Career Pathways Symposium</li> </ul>
<b>EVENTS ATTENDED</b>	<ul style="list-style-type: none"> <li>Department of Defense Education Activities pathways meeting</li> <li>CCSSO’s Critical Friends meeting on ESSA implementation</li> <li>NCC-CTSO quarterly meeting</li> <li>Attended the AIR Center on Great Teachers and Leaders semi-annual advisory board meeting</li> <li>Attended panel discussion entitled “Public Education Agenda for America’s Success” hosted by National School Boards Association</li> <li>Attended launch event for Phase Two of New Skills for Youth on Capitol Hill hosted by JPMorgan Chase &amp; Co.</li> <li>Senate CTE Caucus event on infrastructure</li> <li>Kim and Kate attended a professional development seminar “Managing to Change the World” from the Management Center</li> </ul>
<b>OTHER PARTNERS ENGAGED</b>	<ul style="list-style-type: none"> <li>Engaged with the AIR Center on Great Teachers and Leaders in the development of the State of CTE Industry Experts report webinar</li> <li>Met with National Governors Association’s Office of Management Consulting to share best practices about leadership transitions.</li> <li>ACTE</li> <li>NOCTI</li> </ul>

**QUICK UPDATES**

**Upcoming Advance CTE and Center to Advance CTE Board Meetings**

**Advance CTE Board Meetings**

- Board Meeting on Governance – March 29, 2017 at 1-2 p.m. ET via conference call
- Board meeting – May 1, 2017 from 9 a.m. – 2 p.m. ET at the 2017 Spring Meeting in Washington, D.C.
- Board Meeting on FY18 Budgets – June 22, 2017 at 2 – 3 p.m. ET via conference call

**The Center to Advance CTE Board Meetings**

- Board meeting – May 1, 2017 from 3 - 5 p.m. ET at the 2017 Spring Meeting in Washington, D.C.
- Board Meeting on FY18 Budgets – June 22, 2017 at 3:30 – 4:30 p.m. ET via conference call

**Joint Board Meeting**

- Board meeting – May 1, 2017 from 2 – 3 p.m. ET at the 2017 Spring Meeting in Washington, D.C.

**State CTE Director Changes**

*Transitions*

- In February, Alaska’s State Director has changed to Deborah Riddle. Advance CTE is working to schedule an introductory phone call to learn more about how we can support this transition.
- Also in February, Dora Welker officially retired as Illinois State CTE Director. A point of contact, Harley Hepner, has been established.

*Mentor Pairings*

- Two new State Directors were matched with mentors and introductory calls have been held with each pair:
  - Elaine Perea (NM) and Tiffany Sanderson (SD)
  - Quentin Suffren (TX) and Keith Westrich (MA)

*Blogs*

- Two new State Director blogs have been posted. Learn more about Kentucky’s [Laura Arnold](#) and New Mexico’s [Elaine Perea](#).

**Strategic Priority: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE**

**Finance Update:** With 66% of the fiscal year completed, the organizations’ finances in a strong position. The Center has reimbursed Advance CTE for the first two quarters of staff salaries and benefits. These estimate reflect reconciled statements through the end of January 2017.

Advance CTE Budget Snapshot
Received 92 % of budgeted income
Expended 54% of budgeted expenses

Center to Advance CTE Budget Snapshot
Received 106% of budgeted income
Expended 57% of budgeted expenses

**Fundraising:** Advance CTE is currently pursuing a variety of federal, corporate and foundation contacts to discuss potential grants and contracts. Below is a chart explaining this month’s engagement with various development opportunities.

Grant/Proposal/ Contract	Organization /Partner	Engagement in Past Month	Status
Siemens Foundation		A fuller update is below about <i>Strategies for Recruiting Students into High-quality CTE</i> below	Ongoing
New Skills for Youth	JP Morgan Chase CCSSO	A fuller update is below about recent and upcoming initiatives and deliverables supported by the NSFY grant.	Ongoing
IDIQ – Connecting Secondary CTE & Apprenticeships	OCTAE	Advance CTE’s and partners’ updated draft on CTE-apprenticeship programs was approved by OCTAE in January. However, in February, the project team got notice the report and associated resource guide needed to go through a new approval process under the new Administration so is delayed another 3-4 months. Planning began on a webinar to release the report, which may occur even without the report being finalized.	Ongoing
Workforce Matters	Multiple	Through an introduction from Siemens, we have been working with Workforce Matters, a coalition of foundations that are committed to supporting workforce development, about how to engage and support their members around CTE. In February, we led webinar on work-based learning for this group.	Relationship Building
Bill & Melinda Gates Foundation		We have had a number of discussions with John Fischer, laying groundwork for potential opportunities under a reauthorized Perkins. In January, we learned they are considering a new strategy around CTE/Perkins and we provided information for an internal brief. In February, we learned this was not a top priority, but one of continued interest from Gates and have continued discussions with John Fischer.	Early discussions

**Staff/Organizational Updates:**

Kathryn Zekus will be joining the Advance CTE team as the Senior Associate for Federal Policy on March 13. Kathryn comes to the team from Achieve, where she was supporting state advocacy networks. She brings a wealth of experience at creating effective advocacy resources and supporting on the ground training and implementation of advocacy plans. During the interview process she impressed us with her ability to synthesize complex ideas into advocacy-ready talking points, the thoroughness with which she approached her preparation and her understanding of and importance of being responsive to member needs. Kathryn can be reached at [kzekus@careertech.org](mailto:kzekus@careertech.org). We hope you will help us welcome her to Advance CTE!

**Strategic Priority: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state CTE leaders.**

**Membership Update**

In February, Advance CTE received a total of seven new memberships – two Associate, State memberships, four Associate, Non-state memberships, and 1 new organizational membership.

Total membership as of February 28, 2017: 343

- State Director: 54
- Associate, State: 92
- Associate, Non-state: 94
- Organizational: 35 organizations (representing 103 individuals)

**FY 18 State Membership**

On February 16, the Advance CTE Board of Directors unanimously approved the final policy for the expanded state membership structure. This action enabled staff to finalize the guidance and processes for the FY 2018 expanded state membership. On February 27, staff held a successful webinar with states to lay out the final guidance and process. On February 28, all states were sent an email containing the final guidance and other resources.

The timeline to implement the expanded state membership structure is as follows:

- 3/1-31: States complete and return the dues intent form and submit their members’ names through careertech.org
- 4/1-5/14: Staff identify the Associate members who must be invoiced for FY 18, finalize the state membership invoices and invoice all organizational members
- No later than 5/15: Advance CTE sends final FY18 state membership invoices to all states
- July 1: All members, including new state members, are active for FY 18.

Staff created an [online portal](#) for all information and queries about the expanded state membership.

**Meetings/Events**

Event Name	Date	Total Participants	Total Participating State Directors	% of Participation Goal
2017 Spring Meeting	May 2-4	124	26	84%
FY 28 State Membership Webinar	February 27	33	19	n/a

Our registration numbers for the Spring Meeting have well-surpassed previous meeting registration benchmarks. Our Early Bird registration period, which ended February 28, pulled in more than 120 registrations. Staff believe having a strong agenda posted early is the biggest driver of the early registrations. Early evidence also points to the diverse array of attendees, and how the Spring Meeting is increasingly being recognized as a national convening for CTE. We are working to calculate the maximum capacity we can have in order to best serve attendees and our members.

New this month:

- **Web-based Agenda:** Staff launched a new web-based agenda that is embedded into careertech.org and also offers mobile-friendly display options. The agenda can be customized by attendees and includes links to resources, PowerPoints and speaker biographies with the swipe of the finger or click of a mouse.
- **New Keynote:** In addition to the keynote announcement of the 2017 School Counselor of the Year, we were thrilled to secure a second keynote speaker – Dr. Timothy Hodges, who leads the research division at Gallup’s Education Practice. Hodges is also an outgoing member of the Center to Advance CTE board. His term will conclude on June 30.

### **Member Resources and Supports**

#### **State Policy and New Skills for Youth Update:**

In February, the state policy team began working on two publications related to program approval. One, which will be published through NSFY, will be a publication highlighting state practices with their pathway program approval policies. The other, which will not be published through NSFY, will be a policy framework focusing on helping states assess and improve their policies related to CTE program approval. To create both, the staff has been conducting research of existing policies and interviewing about a dozen State Directors to learn more about current policies in action.

Advance CTE also released the rest of the [NSFY Phase One snapshots](#), along with a [summary](#) describing trends across Phase One states.

The NSFY team has been busy with the beginning of Phase Two, particularly in assisting with the design of the states’ progress monitoring processes. Advance CTE staff will join those progress monitoring sessions as well as calls with NSFY coaches to stay informed on what progress is being made and what support might be needed. In March the team will travel to Louisville, KY for a convening of the ten-Phase Two states.

The [Learning that Works Resource Center](#) received more than 6,000 hits in the month of February, bringing the total for 2017 to about 14,000. Activity in the Resource Center is trending higher for 2017 than the average for the preceding year. This is a signal that the database is either attracting repeat visitors at higher frequencies, is reaching new audiences or a combination of the two.

In February, Advance CTE added 35 new resources, including 14 snapshots of states involved in Phase One of the New Skills for Youth initiative. Thus far, the most popular resource topics are "Career Advisement" and "Work-based Learning," continuing a trend from last year. In the coming weeks and months, Advance CTE staff will develop new policy profiles and add additional materials to ensure that all topics and states are covered.

**Strategic Priority: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the *Putting Learner Success First: A Shared Vision for the Future of CTE.***

In May, Advance CTE and six partner organizations released [Putting Learner Success First: A Shared Vision for the Future of CTE](#). Since the release, tens of thousands of copies have been distributed across the country and state and local leaders have begun to signal their commitment to its implementation.

Over 25 states have including *Putting Learner Success First* in their professional development and/or strategic planning in some capacity.

In February, we engaged a number of partner organizations to follow up after a successful first call of the Putting Learner Success committee call held in late January. We have secured a commitment from SkillsUSA to send out an email to its 100's of employer partners to encourage them to sign on in support of the vision and are currently engaging with ACTE and FCCLA on developing a resource that is more practitioner focused.

Finally, over the past six months, we have been doing monthly blog posts on Putting Learner Success First, with the February [post](#) focusing on CTE month. We also highlighted the shared vision in this [blog](#) posted on the U.S. Chamber of Commerce Foundation's website.

A few upcoming planned activities and resources:

- We are working with the U.S. Chamber of Commerce Foundation to create a two-pager on why Putting Learner Success First is important to industry leaders. This document will likely be released in March.
- We will be releasing a short animated video on Putting Learner Success First in March or April
- We will be developing 2-3 short snapshots of how states have used Putting Learner Success First to advance their own priorities in April
- We will be holding our next committee call in April
- We will be releasing a brief report on the reach and impact of Putting Learner Success First in its first year in May

**Strategic Priority: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and workforce development in support of expanded access to and quality of CTE.**

### **Federal Advocacy Plan:**

**Perkins:** Staff has been in conversations with House Education and Workforce Committee staff regarding Perkins reauthorization. The plan is to move forward a bill (a slightly updated re-introduction of HR 5587 – the bill that passed the House 405 to 5 last Congress) via mark up the week of March 13. The hope, by Republicans, is to move a bill before the controversial school choice proposal gets introduced via the President's budget, which is slated for release on March 15. There is also a desire to get this completed in the first 100 days of the new Congress and count this as an early win.

However, this desire to move a bill quickly may be tempered by growing concerns being raised by the civil right organizations, CLASP and the National Women's Law Center. These groups are unhappy with how ESSA implementation is going, noting promises made during the reauthorization process for how provisions would be interpreted/supported are not being upheld by this new Administration nor Republicans in Congress. With regard to Perkins, the groups are calling for re-instating provisions related to negotiated performance targets and sanctions, as well as potentially more protections for underserved populations. Democratic staff is working to resolve these concerns but have expressed the need to slow down the process to give them time to work things out with this broad coalition.

So the lingering questions are can the Democrats get the civil rights groups on board in the next two weeks? And if not, will the Republicans move a bill forward that could potentially be partisan?

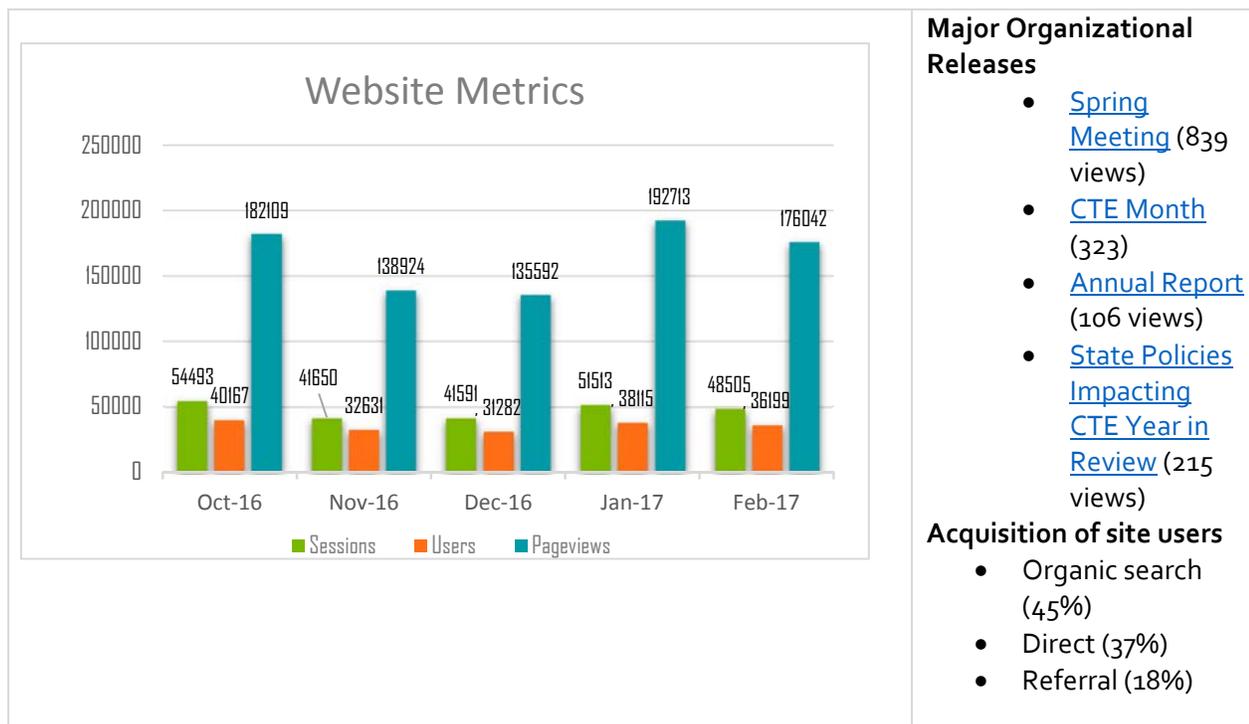
No real movement on the Senate side yet. Rumors are that they may be more inclined to introduce and move a House-passed bill rather than spent the time refining their own proposal.

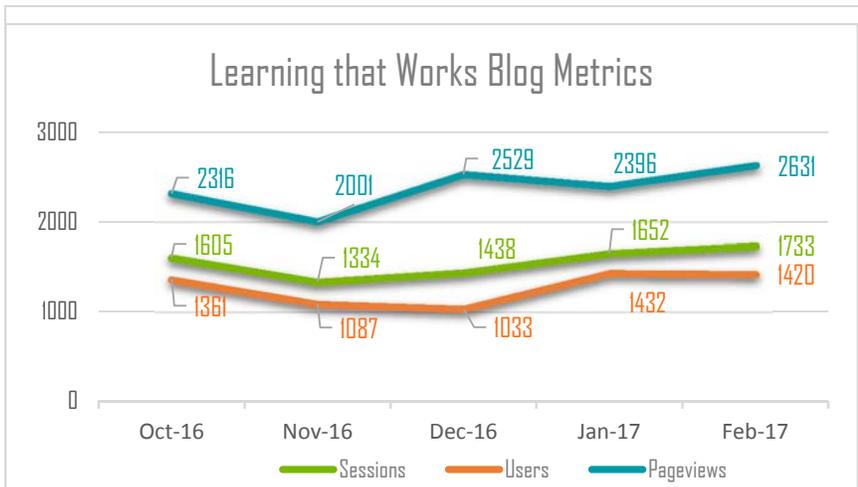
**Budget:** The President has laid out an aggressive proposal that calls for a \$54 billion increase in spending for the Department of Defense and a \$20 billion – yes, billion with a “B,” school choice program. How will that get paid for? Cuts in other agencies, including the Department of Education. The rumor mill has it that the projected cuts to all formula-funded programs at USED could top 50%. Congress seems to have little appetite for this sort of gouging of federal formula-funded programs but across-the-board cuts are expected.

During this remarks to the joint session of Congress, the President’s only comments about education referred to this school choice proposal by stating *“I am calling upon members of both parties to pass an education bill that funds school choice for disadvantaged youth, including millions of African American and Latino children. (Applause.) These families should be free to choose the public, private, charter, magnet, religious, or home school that is right for them.”*

March 15 is the projected date of the release of the President’s budget. Advance CTE will share details with the membership as soon as it is available. We will also remind our membership that the budget proposal is just that – a proposal. It is not common for a President’s budget proposal to get taken up by Congress, even when the political parties align. Proposed cuts are inevitable but we hope to allay concerns among our members that just because a 50% cut is proposed doesn’t mean it will become reality. What it does signal and mean is a long fight ahead of us!

**FEBRUARY 2017 COMMUNICATIONS REPORT:**

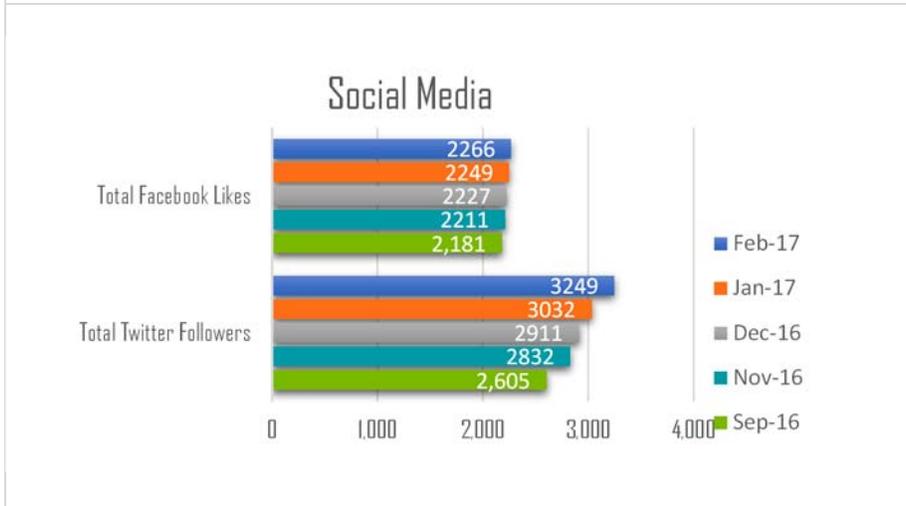




**16 Blog Posts Published**

Most visited blogs:

- [As Dust Settles from Presidential Transition, A Path for Perkins Emerges](#)
- [Welcome to Elaine Perea, New Mexico's State CTE Director!](#)
- [Betsy DeVos on CTE: Students Need to Have a Full Menu of Options](#)



**Facebook: +17**

**Twitter: +217**

**Media**

CTE Month was particularly busy for Advance CTE on this front. In partnership with JPMorgan Chase & Co. Advance CTE released an op-ed honoring 100 years of CTE and calling for Perkins reauthorization. Additionally, Advance CTE was mentioned in a Huffington Post article featuring the Siemens Foundation-funded work around raising awareness and recruiting students into CTE programs. Advance CTE also released a blog about NSFY work on the U.S. Chamber of Commerce Foundation blog.

[How Congress Can Help Millions of Americans Achieve Career Success](#), The Hill

[Learning what works: Work-based learning and other effective career strategies](#), The Huffington Post

[States Transform Career Readiness Systems with CTE](#), U.S. Chamber of Commerce Foundation

**Excellence in Action Award**

The Excellence in Action Award will honor 11 programs of study across as many Career Clusters in 10 states. Award winners will be featured at the 2017 Spring Meeting, as well as highlighted in a national release taking place in May.

## Strategies for Attracting Students to High-Quality CTE

Staff and Edge Research conducted focus groups in Mississippi, Ohio and Maryland. Edge Research will release a national survey in the field to further test the messages in early March.

Four states were selected for the second phase of the grant to pilot virtual and on-site recruitment activities. Washington, New Jersey, Indiana and Maryland will create a series of activates utilizing the messages and lessons learned from the focus groups and national survey in phase 1. Advance CTE will formally announce the four states and their work through a coordinated release with the Siemens Foundation on March 2.

## Strategic Priority: Expand awareness of, support for, and access to high-quality CTE by leading, building and maintaining strategic partnerships.

Below is a list of Advance CTE’s staff most impactful or otherwise notable engagement activities from last month

<b>PRESENTATIONS</b>	<ul style="list-style-type: none"> <li>• Presented to Workforce Matters on work-based learning</li> <li>• Presented a CTE policy overview for National FFA student officers in Alexandria, VA</li> <li>• Keynote, Missouri Career and Technical Education Administrator Association, Jefferson City, MO</li> <li>• Presented at the Senate CTE Caucus event celebrating 100 years of federal investment in CTE</li> <li>• Presented the National Governors’ Association Workforce Board Chairs meeting</li> </ul>
<b>EVENTS ATTENDED</b>	<ul style="list-style-type: none"> <li>• Attended a workshop on effective mentoring in STEM hosted by the National Academy of Science in Washington, DC</li> <li>• Attended two CEF meetings in Washington, DC</li> <li>• Attended ACTE’s CTE Month site visit presentation at George C. Marshall High School in Falls Church, VA</li> <li>• House Education and Workforce Committee’s Hearing on Perkins</li> <li>• CEF Advocacy Campaign Launch</li> <li>• Parchment Summit</li> <li>• National Academy of Sciences: Participatory Workshop on Effective Mentoring in STEM: practice, research, and future directions</li> </ul>
<b>OTHER PARTNERS ENGAGED</b>	<ul style="list-style-type: none"> <li>• ACTE</li> <li>• CCSSO and ESG</li> <li>• SkillsUSA</li> <li>• FCCLA</li> <li>• Worked with AIR’s Center for Great Teachers &amp; Leaders to plan workshops and working groups related to our December 2016 State of CTE report on industry experts</li> <li>• Began conversations with the American School Counselor Association (ASCA) on this year’s State of CTE report on career advising</li> <li>• Charter School Growth Fund</li> </ul>

- Had an informational meeting with the Executive Director of the National Association of System Heads (NASH) to discuss postsecondary topics
- New America (for Apprenticeship Forward conference)
- Workforce Data Quality Campaign
- Manufacturing Skills Standards Council Board meeting
- National Career Academy Coalition Board meeting
- Higher Education Act Coalition, hosted by Opportunity America
- CORD and ACTE re: future of workshops
- Hunt Institute
- EDC

# 2017 HOSA-FUTURE HEALTH PROFESSIONALS UPDATE



## HOSA, Inc. Board of Directors

Front row: (l-r) Four student members of the National Executive Council serve on the board including Elizabeth Carnesi, National President (AZ); Priya Rathakrishnan, President-Elect (GA); Shawnee Chaudhury, Postsecondary/Collegiate Board Representative (NJ); and Angeli Sharma, Secondary Board Representative (NJ); Second row: Joanne Clovis, HSE Supervisor/Teacher Educator Representative (ID); Charmane Freeman-Greene, HOSA Local Advisor Region III (SC); Susan Readnowler, HOSA Local Advisor Region II (KY); Dana Stringer, HOSA State Advisor Region II (AL); Back row: Jim Koeninger, Executive Director (TX); Brock Rops, Chairman (SD); Lloyd DeVault, Immediate Past Chair (FL); Peggy Enslin, Chair-Elect (DE); and Jason Huff, Alumni Director-At-Large (OH). Members unable to attend: Mae Dorado, HOSA Local Advisor Region I (HI); Thomas Pryor, Health Career Industry Representative (DC); and Janet Villarreal, Secretary (TX).

## Brock Rops, SD State Advisor, Elected HOSA, Inc. Board Chair

Brock Rops, South Dakota HOSA State Advisor, was elected Chairman, HOSA, Inc. Board of Directors. Brock has been the Area Health Education Center (AHEC) Coordinator at the University of South Dakota since 2011 and the South Dakota HOSA State Advisor since 2012. He is currently serving on the University of South Dakota Health Science Advisory Board of Directors and the Sanford All About Science Festival Committee. Also, elected: Peggy Enslin, RN, Ed.D., Delaware HOSA State Advisor and Education Associate, as Chair-Elect and Janet Villarreal, Texas HOSA State Advisor, as Board Secretary. *HOSA congratulates Brock, Peggy and Janet!*



WHAT'S

NEW

IN

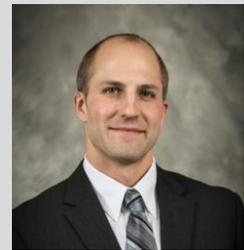
2017?

## HOSA Announces a New Director in HOSA's Washington Office



George Sifakis, Director of HOSA's Washington Office since 2005, was appointed to Trump's Administration as the Special Assistant to the President and Deputy Director for the Office of Public Liaison. He started his new position on January 20 at 12:01 pm immediately after the swearing-in ceremony of the new President of the United States. *George, we like the looks of your new office! Congratulations!*

The new HOSA Washington Office Director is Leif Ackerman. Leif began his career at Special Events, a well-established event management company specializing in event planning, project management, and surveying and assessing client needs. During the course of the past thirteen years and countless successful events later, Leif has worked with a broad range of organizations ranging from world leaders, including President Obama's first campaign and reelection, the Bernie Sanders Presidential Campaign, Hillary Clinton Campaign and President-elect Trump's campaign to major corporations and NGO's in an effort to increase the efficiency and organization of their events to bolster image and increase the fluid transition of working with various entities to reach a common goal – a successful event, campaign rally, or convening.



Working with such diverse clients has exposed Leif to the various challenges involved with every event. There is no singular approach to creating successful partnerships. It takes a diverse understanding of the complexity involved to create and maintain loyal collaborations across sectors. Through dedication and a strong drive for perseverance, Leif has accepted and met every challenge placed before him.

Welcome to HOSA-Future Health Professionals!

Please contact Leif at:

Leif Ackerman

[leif.ackerman@hosa.org](mailto:leif.ackerman@hosa.org)

Office: 202.347.2500



### National Officer Candidate Guidelines (effective at 2017 ILC)

You will want to read the national officer candidate packet carefully this year as some of the requirements have changed.

1. Officer Candidate Application – an essay question will be added to the application; thus, changing the rubric.
2. The Nominating Committee shall administer the officer candidate written examination at the ILC. **Candidates must pass the written examination with a score of 75% as a prerequisite to be interviewed. (This score has been raised from 70% to streamline the nomination process.)**

All other rules in the application process will remain the same. The National Officer Application can be found in the State Advisor Guide, Appendix B.

### HOSA's New Mission Statement (Effective 2017-2018 Membership Year)

At the January, 2017 Board of Directors, HOSA's new Mission was approved as presented by the Task Force by Distinctive Terminology and Symbols. Each State Advisor had the opportunity to provide feedback after the State Advisors Management Conference in September, 2016. We sincerely appreciate everyone's feedback!

#### HOSA's New Mission Statement:

**"To empower HOSA-Future Health Professionals to become leaders in the global health community through education, collaboration and experience."**



# HOSA-Future Health Professionals ILC Updates

DISNEY'S CORONADO SPRINGS RESORT  
JUNE 21 – 24, 2017 • ORLANDO, FLORIDA

## Uniform Policy Changes

(starting at ILC 2017)

The following statements are being added to the Official Uniform Policy:

- A HOSA member should dress appropriately, based on the official dress standards outlined for the gender to which they identify.
- Head covers that are required for religious purposes or to honor cultural tradition are allowed.

## Voting Delegate Dress at Business Session

The policy has been changed to read: "Voting delegates must be in official uniform or black or navy blue suit to be seated."

## Flag Bearers Dress at Opening General Session

It is preferred that flag bearers representing their State Association at the Opening General Session wear the official HOSA uniform but a black or navy blue suit is acceptable.

## Opening General Session at 2017 ILC in Orlando

Due to ILC competitive event scheduling and costs, there is going to be one Opening General Session in two rooms with speakers and guests split between the two rooms as much as possible. Wherever your State Association is asked to sit, we will appreciate your cooperation and enthusiasm!



## Honoring Alumni Members

The HOSA, Inc. Board of Directors added two new special awards to recognize alumni members. The forms can be found in the *State Advisors Guide, Appendix D-Special Awards*.

- Outstanding Alumni Mentor Award – this award is given to a former HOSA member who has given back to the organization by being a mentor to future health professionals.
- Distinguished Alumni Service Award – this award is given to an alumni member who has demonstrated remarkable service in the health field to the community.

**Other Award Recipients.** There are other leaders from your state you can recommend to be recognized on this form – National Caduceus Award; National Above & Beyond; Leadership in Collaboration; Government Leader; Special Service & Honorary Life.

## HOSA's New Creed

HOSA's original creed was adopted at the 3<sup>rd</sup> National Leadership Conference in 1980; therefore, the Task Force for Symbols and Terminology recommended that HOSA's Creed be revised. The draft creed was presented at the State Advisors Management Conference and every State Association had the opportunity to provide feedback. All feedback was considered and a new, revised Creed was approved by the HOSA, Inc. Board of Directors. The new Creed will be effective beginning the 2017-2018 membership year and will be introduced at HOSA's ILC in Orlando.

**HOSA's New Core Values**  
Learn • Lead • Serve • Innovate

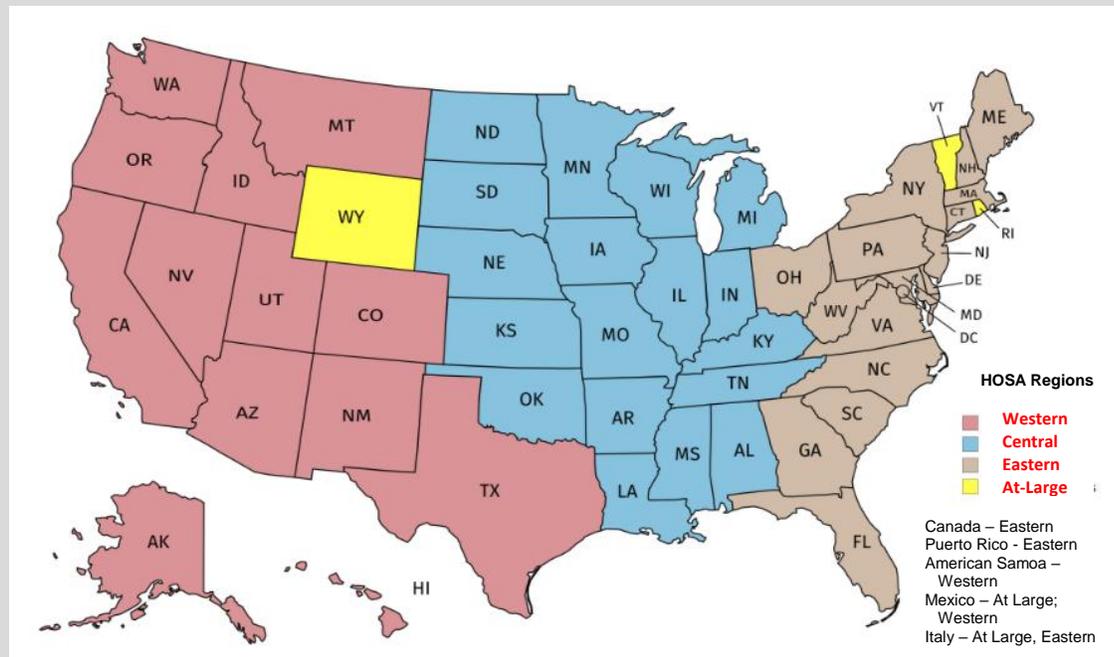
## HOSA Emblem

HOSA's Delegate Assembly will have the opportunity to review the proposed emblem elements and colors and change the words from Health Occupations Students of America to HOSA-Future Health Professionals. The proposed design will be in the voting delegate packet. (HOSA Bylaws - Article IX, Sections 1 and 2)

## HOSA-Future Health Professionals Regions Reorganization

Effective the 2017-2018 Membership Year

In 1976 when HOSA was founded and the regions were originally formed, states with membership were taken into consideration. As HOSA membership increased and membership included international countries, the HOSA, Inc. Board of Directors did a reassessment of membership and realized the inequity of region membership totals. Therefore, states were reorganized within each of the three regions by membership totals and the regions were renamed to reflect the geographic area. The states in **RED** below are now part of the **Western Region**; states in **BLUE** are **Central Region**; states in **BROWN** are **Eastern Region**; and states in **YELLOW** are **at-large**.



### Applications Online:

- **2017 HOSA Scholarship** (applications available through STEM Premier); **Deadline: April 10.** Scholarships are a benefit of HOSA membership. Be sure that all HOSA members are made aware of this opportunity!
- **2017 Public Health Leadership Scholars** (application available through STEM Premier); **Deadline: April 3.** An opportunity of a lifetime for HOSA student members, advisors and alumni!
- **Goodheart Willcox Local Advisor Outstanding Service Award** – Each State Association can nominate one advisor for this regional award. And, if selected, the local advisor will win \$2,000. You will want to nominate one of your outstanding local advisors for this opportunity. Just click on the following link to submit the name and the rest is easy. <http://www.hosa.org/GoodHeart-WillcoxAward>

### CONGRATULATIONS, HOSA -- 33<sup>RD</sup> Consecutive YEAR OF MEMBERSHIP GROWTH!

As of the first of February, HOSA reached a 6.94% membership increase compared to this date last year representing 205,233 members. Thirty-one (31) states have already achieved a membership increase with four (4) more states within fifteen members of attaining that goal. Middle School membership is 1,853 members which is currently an 8.8% increase over last year. We have over 3,000 members from Canada HOSA representing a 109% increase. *Congratulations, Frank and Ryan!*

How many members can HOSA recruit this membership year? This is up to **YOU!** Are you affiliating all your senior members to become alumni members? How can we help you recruit the alumni members in your state – they make the difference in a healthy future! HOSA is conducting an alumni promotion during the months of January through May. Local members and advisors are entered to win a prize for recruiting alumni members. How can your state help with the alumni recruitment campaign? Let us know!

### CMS4 Launched!

HOSA is excited to launch CMS4! For **state advisors** this means conference creation, management, and tabulations will look different. CMS4 has the ability to apply payments online and run tabulations. There is also a new powerful scheduling component which allows the ability to assign dates, times, and locations to competitive events and all other events and activities. The options feature has new features you have been wanting that we know will make your job easier! A tutorial video has been created and will be emailed to you the week of February 6. For **local advisors**, registering for a conference will look different. A tutorial video has been prepared and will be posted as a banner on hosa.org. There are no changes to the affiliation system or online testing. Watch your email with additional information.

# HOSA-Future Health Professionals LEADERS UPDATE

February, 2017

Prepared by HOSA Headquarters Staff

**TO: HOSA, Inc. Board Members  
HOSA National Executive Council  
HOSA State Advisors  
HOSA-100 National Advisory Council Members  
HOSA National Partners**

The purpose of the Leaders Update is for the HOSA Headquarters Staff to keep the national and state HOSA Leaders informed of the multitude of activities, contacts, projects and initiatives underway by HOSA Headquarters, contractors and volunteers. If there are questions about the information shared, please contact [jim.koeninger@hosa.org](mailto:jim.koeninger@hosa.org).

## **HOSA, Inc. Board Meeting—January 14, 2017**

The HOSA, Inc. Board had a productive meeting including the passage of 46 motions and the election of the 2017 HOSA, Inc. Board Officers. They are:

- Chairman—Brock Rops, SD State Advisor
- Chair-Elect—Dr. Peggy Enslin, RN, DE State Advisor and Education Associate
- Secretary—Janet Villarreal, Texas HOSA State Advisor

## **White House Promotion Announced**

It was announced that the former Director of the HOSA Washington Office George Sifakis was promoted to Assistant to the President and Director for the Office of Public Liaison. **Congratulations, George!**

### **Special Topics in the February Issue**

- |  |         |
|--|---------|
| - 1st Ever Virtual SLC for MassHOSA      | Page 2  |
| - CMS4 Launched                          | Page 4  |
| - 2017 ILC Points to Remember            | Page 5  |
| - Public Health Professional Internships | Page 7  |
| - HOSA-China Agreement Under Review      | Page 10 |
| - HOSA-100 National Advisory Council     | Page 12 |
| - CVS is an Exemplary HOSA Partner       | Page 12 |



## **HOSA Ideas Meeting, Washington, D.C. and Featured HOSA-100 NAC Members**

Drs. Michael Manyak, Director, Global Med Affairs, GlaxoSmithKline, and Saralyn Mark, President, Solamed Solutions, LLC and iGiant were the February speakers.

Michael Manyak had a powerful message in that you don't have to lose your interest for medicine; you should follow your passion. Especially with 52% of the physicians who burn out because they overwork themselves, it's important to have a work-life balance where you can put medicine aside. The idea of a 'gap-year' should hold a positive connotation since it's really a time where a person can find his/her passion. Dr. Manyak encourages people to go explore and to never give up on your passions.

"I am a very firm believer in something and this is that you need to have things outside of what you do everyday to maintain your sanity and to maintain your balance in life.... I think to the student group that we address at the level that you're trying to reach them, this is really an important message because they will have interests and things that they become passionate about. I don't think they need to lose that to go into a medical field".

**Dr. Saralyn Mark** spoke about IGIANT - impact of Gender/Sex on Innovation and Novel Technologies. Her vision is "to improve the safety and quality of life, including work performance, for men and women. She asked us to think back on a time where we had taken a medication that was the wrong dosage, or where we experienced an injury caused by repetitive stress by just using electronic devices. For more information visit [www.igiant.org](http://www.igiant.org)

"So it was a novel concept in a sense that we tend to work in our own silos - healthcare works by itself, IT works by itself, retail works by itself, and transportation works by itself, I wanted to weave them together because I thought there were a lot of lessons and it really fulfills what Michael is saying that you translate your skills into many different roles....we work across borders and across different disciplines".

We were so impressed with the ideas and perspectives shared by both Drs. Manyak and Mark, HOSA invited them to conduct workshops at the 40th ILC. They will participate in the HOSA-100 National Advisory Council meeting as well.

### Senate Confirms Tom Price as HHS Secretary

Tom Price is now the Secretary of the Department of Health and Human Services. What influence might he have over employers and workplace health plans? While Senate Republicans believe he will bring stability to American health care markets, the Senate Democrats think he will weaken federal entitlement programs like the ACA, Medicare and Medicaid, [according to the Washington Post](#).

HOSA plans on inviting Secretary Price to speak at the Washington Leadership Academy and will ask our supporters in HHS to encourage the Secretary to accept our invitation.

### Former Board Member and NEC Officer Frank Berdos Married in Florida and Hon-eymooned in Spain.

Frank was married on 2-4-2017 and was in Spain for 10 days. The church live streamed the wedding of Frank & Isabel and the Sacrament of Marriage can be watched at:

<https://livestream.com/accounts/2454446/events/6962951>



### State Leads Health Science Chairman Appreciated HOSA Sponsorship and Support

*To my dearest HOSA family:*

*On behalf of the State Leads for Health Science I would like to send a big heart full thanks for sponsoring our lunch on January 31<sup>st</sup> in Phoenix. As always our CTSO's are a vital part of a successful career pathway. HOSA speaks for itself in supporting all of our goals. Please share this with your board and again thank you.*

Randi Hunewill, M.S., Assistant Director, EPS  
Nevada Department of Education  
Health Science/Public Safety/OCR

### Uncertainty in Funding Prompted MassAHEC to Suspend Massachusetts HOSA Activities for 2016-2017

HOSA Headquarters received a copy of the MassAHEC mailing to MassHOSA Students on December 12. State Advisor Jaime Vallejos with the UMass Medical School said in closing, "We encourage you to continue to explore opportunities in health careers and wish you well." HOSA Headquarters contacted MassHOSA leadership for a thorough briefing as to the funding challenges with the Department of Elementary and Secondary Education as well as possible solutions in providing services for the remainder of the year. An inquiry on whether funding would be available for 2016-2017 and/or 2017-2018 to support the HOSA State Association, however, at this time, DESE has not responded to our request for information.

### First-Ever Virtual SLC to be Conducted for MassHOSA Members to Qualify for the ILC

Regardless of state agency support, HOSA Headquarters notified MassHOSA chapters and advisors that HOSA National would host the first-ever "virtual" State Leadership Conference as a pilot-test in case a similar situation were to occur in the future. There will be no SLC registration fee for participation in the virtual conference, however, students must be members of HOSA-Future Health Professionals nationally.

For all events with a testing component, online testing will be used to qualify members for the ILC. For the Leadership and Teamwork events that require presentations, a video or virtual presentation will be used and those events will be judged by a panel of judges selected by National HOSA.

A MassHOSA Virtual State Leadership Conference Registration Packet was designed and mailed to all Massachusetts HOSA chapters. The following event categories will be offered but only for those events for which members register:

- Health Science Category: 11 Events
- Health Professions: 9 events
- Emergency Preparedness: 5 events
- Leadership: 6 events
- Teamwork: 7 events
- Recognition: 7 events

The following events require a presentation, video or virtual presentation:

- Clinical Specialty
- Public Health
- Extemporaneous Health Poster
- Extemporaneous Writing
- Job Seeking Skills
- Health Career Photography
- Researched Persuasive Writing and Speaking
- Health Education
- Public Service Announcement
- Barbara James Service Award (Tracking System)
- HOSA Happenings (submit)
- National Service Project (Tracking System)
- HOSA Chapter Reflection (submit)
- MRC Volunteer Recognition (Tracking System)
- Outstanding State Leader (submit)

Three competitors in each event that meet minimum standard at SLC will be eligible to compete at ILC. Delegates are also able to participate in all other opportunities, i.e., HOSA Leadership University, Educational Symposium, General Sessions, HOSA Exhibition.

For 2017-2018, the goal is to identify a sponsoring body of the MassHOSA State Association and provide the HOSA State Advisor. HOSA Headquarters will work with the state agency to secure a commitment to fund the HOSA activities for Health Science.

## New York Announces New HOSA State Advisor

**Bonny Shelby** has been offered and accepted an appointment as the New York HOSA State Advisor. Due to retirements and reallocation of workloads in Joanne O'Brien's office, the functions of the State Advisor are no longer manageable through her role, however, she will remain as the HOSA Education Director and serve as a liaison to the HOSA organization. Bonny has assumed all State Advisor responsibilities.

New York HOSA will be forever grateful to Sandra Keller, Board of Trustees Chairperson, for having assumed so many of the State Advisor functions through the years, from participation in the State Advisors Management Conference in Washington, to serving as State Advisor proxy at the international Leadership Conference; New York HOSA was always well-represented.

The New York HOSA Board will also undergo many changes in short order due to term vacancies. With Bonny's leadership and oversight of committee chairs and Sandra's and Joanne's ongoing efforts to structure and develop an Advisory Board and further cultivate relationships with regional AHECs, NY HOSA's future remains bright.

Joanne looks forward to continuing her support and assistance in any way possible to New York HOSA.

Bonny's contact information is as follows:

Bonita Bonny L. Shelby, R.N.  
 Health Dimensions Instructor/  
 Clinical Coordinator  
 Genesee Valley Educational Partnership  
 8250 State St. Road  
 Batavia, NY 14020  
 (585) 344-7711 Ext. 7751  
 (585) 344-7760 Fax

## CTE Month—February 2017

We have been promoting on social media. The national organization and national officers participated in the social media Thunderclap on Feb 1. (Thunderclap is when everyone linked their Facebook, Twitter, and other social media platforms to CTE's message - sending one uniform message across all accounts and all networks.) Great fun!

Elizabeth Carnesi and Jada Holliday represented the National Executive Council and HOSA by participating in the CTE Twitter Chat on February 7th.

### HOSA Headquarters

#### Social Media Highlights—January

- |                       |         |
|-----------------------|---------|
| • Facebook Followers  | 23,675  |
| • Twitter Followers   | 7,681   |
| • Instagram Followers | 3,109   |
| • Total Messages Sent | 30      |
| • Total Impressions   | 127,562 |

# Disney's Coronado Springs Resort

## 40th International Leadership Conference

### Planning Team Preparing for Largest ILC Ever!

- Immediately following the January CE & Board meetings, Bergen, Jan and Carie delayed their departure for home to reorganize the CE supply boxes in HOSA's storage garage.
- Finalized the ILC Guide and State Advisor Guide.
- Finalized the ILC Agenda and room sets for ILC hotels—Coronado Springs and Contemporary Resorts.
- Bergen, Jan and Bob Bundy traveled to Orlando to finalize plans for the off-site competitive events.

### ILC Essential Tools Released to Advisors

2-16-2017 Mailing

#### 1. ILC Guide

- Tentative Agenda
- Hotel and Travel Information
- Competitive Events Information
- Continuing Education Unit (CEU) Information
- Link: [ilc.hosa.org](http://ilc.hosa.org)

#### 2. State Advisor's Guide & Appendices

- Hotel Policy
- National Officer Application
- Board of Directors' Application
- Special Awards
- Advisor Code of Conduct
- Tentative Agenda
- Special Needs Policy

#### 3. State Meeting Room Request and State Registration

- File the Meeting Room Request by April 15

### Conference Management System 4 Launched

*"I just logged on to the conference management system and love what I see. Congratulations to whoever was responsible. Information about the CEs are available at a glance."* — Ada (Hawaii)

- For those not familiar, the technology systems and software used by HOSA are developed by Jason Koeninger and his programming team. Jason is located in Tulsa, OK and his two primary team members are located internationally. Bobby provided beta testing and training support as well as development of the video tutorials and webinars.
- The new features introduced on CMS4:
  - ◇ the simplicity of browser technology that requires the user only to be able to access the internet. Once connected to the internet, users are able to access their data base with a range of devices.
  - ◇ automatically feeds scores from HOSA's Online Testing System into the tabulation section.
  - ◇ Provides a built-in tabulations program.
  - ◇ knows each CE process for all events and will prompt the user for information.
  - ◇ is robust in that state CE events can be programmed in the system as well.
  - ◇ has features to apply payments and discounts to chapters.
  - ◇ has a New Features component added to options/activities allowing sizes and colors to be added into the Features field.
  - ◇ State and Local Advisor Tutorials are available for training purposes.

# Disney's Port Orleans Riverside Resort



Disney's Port Orleans French Quarter Resort



## HOSA Invites Secretary of Education DeVos to Speak at the ILC Opening Session, June 21, 2017

We are hopeful that Secretary DeVos will accept our invitation, become more familiar with HOSA-Future Health Professionals, and address our expected 10,000 delegates, guests, judges, exhibitors, workshop presenters, partners, etc. HOSA leaders are encouraged to send a letter of support urging Secretary DeVos to speak at the ILC Opening Session on June 21, 2017 to applaud our members for their interest in STEM and pursuing a career in the health professions.

The Secretary's mailing address is:

The Honorable Betsy DeVos  
U.S. Secretary of Education  
400 Maryland Ave. SW  
Washington, D.C. 20202  
[betsy.devos@ed.gov](mailto:betsy.devos@ed.gov)

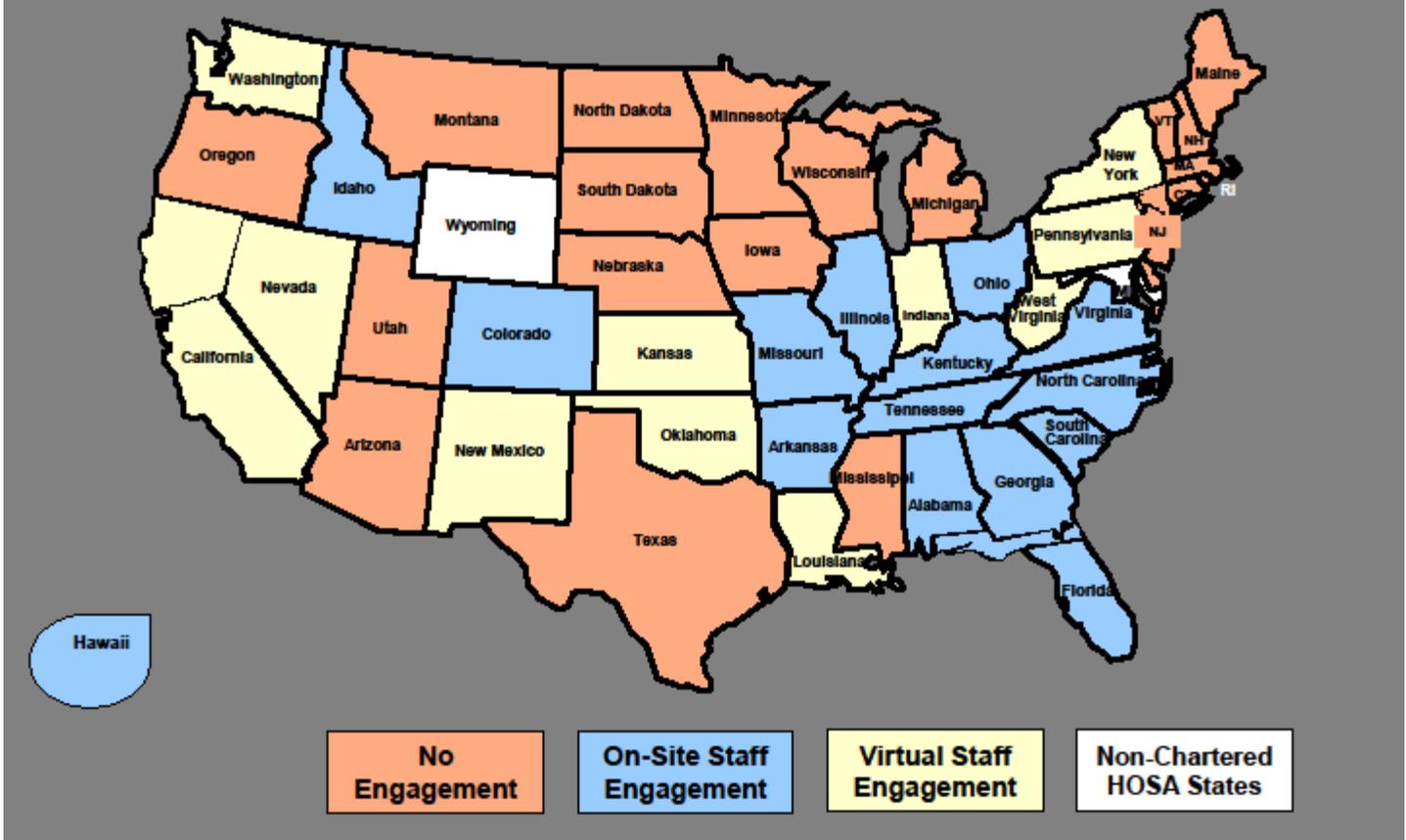
Secretary DeVos has been invited but there will be no firm response until May 2017.

## 2017 ILC Points to Remember

Please be prepared for the following at the ILC:

- Read the National Officer Candidate Packet—some of the requirements have changed.
- Know the Official Uniform Policy since changes were made at the HOSA, Inc. Board meeting and will be implemented at ILC 2017.
- The new HOSA Creed will be introduced during ILC 2017.
- The Delegate Assembly will be asked to approve the new HOSA Emblem. It is strategically important to secure approval of the HOSA Emblem which includes:
  - ◇ Change the name from “Health Occupations Students of America” to “HOSA-Future Health Professionals.”
  - ◇ Add the established “HOSA brand” to the emblem.
  - ◇ Add the four new core values to the emblem: Learn, Lead, Serve, and Innovate
  - ◇ Maintain: Founded in 1976
- The Opening General Session will be held in two ballrooms—seating will be assigned. Expected attendance is nearly 10,000. One ballroom will accommodate 7,000 and the second ballroom will seat 3,000. Due to the expense and impossible logistics, the option of conducting two Opening Sessions was not feasible.
- Recruit qualified members and advisors to apply to be a 2017 Public Health Leadership Scholar—an opportunity of a lifetime!

## State Leadership Conference Engagement by HOSA Headquarters Staff and Contractors



### HOSA Headquarters Staff, Contractors and Scantron Equipment are Engaged at Twenty-five State Leadership Conferences

This is the time of year when HOSA Headquarters Staff, Contractors and Scantron equipment are enlisted to respond to the requests of State Advisors who need assistance with the Tabulation Process and Hardware at their SLC. This year's traveling squad includes:

- Jeff Koeninger
- Bobby Crandall
- John McConnell
- Diane Bartosh
- Michael Curtis

The virtual staff engagement is where HOSA Headquarters Staff monitors the SLC and is available to respond to issues that arise with process, hardware or software.

Some states also receive HOSA banners, HOSA backdrop, or tabulation equipment for use at their SLC.

### National Officers Participating in 18 SLCs

The National Executive Council is enthusiastically preparing to participate in SLCs beginning with Alabama (February 23-24) and concluding with Michigan (April 26-28). Those able to schedule SLCs include:

- **Elizabeth Carnesi, National President**—Georgia, California, Missouri (TBD), Idaho, and Arizona
- **Priya Rathakrishnan, President-Elect**—Colorado and Georgia
- **Jada Holliday, Region I Vice President**—Alaska and Oklahoma
- **Holly Hardin, Region II Vice President**—Alabama, Louisiana, Nebraska, and Missouri (TBD)
- **Abraham Onifade, Region III VP**—New Hampshire/Vermont
- **Khalil Tubbs, Postsecondary/Collegiate VP**—South Carolina, Nevada, Ohio and Michigan
- **Angeli Sharma, Secondary Board Rep.**—Montana

We are extremely proud to coordinate the services and travel of the National Executive Council!



Office of the Assistant Secretary for Preparedness and Response  
 ASPR/HOSA Partnership —Public Health Professional Internship



**ASPR/HOSA Partnership—Public Health Professional Internship**

ASPR leadership, led by Principal Deputy Assistant Secretary for Preparedness and Response Ed Gabriel, approved an Intern Program in the ASPR Offices for the May through August (summer break) period. The application period is March 1 through 31, 2017. The qualifications and specialized experience include:

- You must have a current HOSA membership
- You must be currently enrolled in a university/institution/school
- Must be 18 years and older
- The ideal candidate should also have strong communication skills, organizational skills, and the ability to communicate effectively in both writing and speech.

**Duty Location:**

Tip O’Neil Federal Building, 200 C Street, Washington, DC 20024. You may be required to do some metro area commuting.

**How to Apply:**

Interested individuals should respond to COORecruitmentRequest@hhs.gov by close of business on Friday, March 31, 2017. The e-mail should include a current resume and statement of interest that includes a brief description about you.

**Contacts:**

If you have questions, please contact:

- ASPR: Denielle.Asby@hhs.gov
- HOSA: Karen.Koeninger@hosa.org



**ASPR Offices**

- Office of the Biomedical Advanced Research and Development Authority (BARDA)
- Office of Emergency Management (OEM)
- Office of Financial Planning and Analysis (OFPA)
- Office of Policy and Planning (OPP)
- Office of Acquisitions Management, Contracts and Grants (AMCG)
- Office of the Chief Operating Officer (COO)

**Job Summary**

The Office of the Assistant Secretary for Preparedness and Response (ASPR) is looking for students currently enrolled in an accredited college/university for summer public health internships. All ASPR program offices (listed above) are accepting interns. Internship positions with OPP are for students who are looking for careers in public health, policy, international relations, emergency management, or related fields of study. Internship positions with BARDA are for students pursuing undergraduate degrees in the following disciplines: pharmacology, virology, chemistry, biology, immunology, engineering and microbiology. Internship positions with OEM are for those students looking into careers in emergency management and operations, preparedness, response, and recovery roles in disaster mitigation, hospital preparedness and community outreach, exercise coordination, emergency communications, and data/trend analysis. Internship positions with COO are for those students looking into careers in legislative affairs, public affairs, organizational development, workforce development and data/trend analysis (Lean Six Sigma). Internship positions with AMCG are for those students who are interested in health-related grants management, acquisitions and contract procurement, healthcare project management, and assisting with requests for proposals and broad agency agreements. Students interested in an internship with OFPA can expect to gain hands-on experience in each of the five divisions to collaborate across the ASPR enterprise to execute ASPR financial requests for goods and services, Enterprise Risk Management (ERM) and ASPR funding model.

## MRC Colleagues,

It is with mixed emotions that I share with you news of my departure from the MRC Program and intended retirement this summer. While I am very excited about my adventures ahead, I am also sad knowing how much I will miss all of you in this amazing network of committed volunteers and leaders. I have always been impressed by your passion for innovation and dedication to making your communities safer and healthier.

In the short term, I have accepted a temporary assignment with the ASPR Office of Policy and Planning, and will work with them on several strategic projects and priorities. This assignment will last until my retirement from the US Public Health Service later this summer.



**Leadership of the MRC Program is now in the capable hands of CDR Skip Payne (Acting Program Lead) and CAPT Patrick Denis, both of whom have many years of experience with the MRC.** Please welcome them with your full support. They will work with ASPR, OEM and PREP Division leadership to help move the MRC forward. The MRC Program staff in Washington, DC and the regional offices will continue to provide their excellent support to you on a daily basis. I am certain that this superb team — together with you — will help the MRC network achieve even greater success.

It has been a distinct honor to serve as your MRC Director for the past 13+ years, and it has been a pleasure getting to know so many of you during that time. I know that I will continue to hear great things about the MRC, and expect that I will join the MRC ranks as a volunteer in the near future.

Warmest regards,  
**Rob**

### HOSA-Future Health Professionals' Leaders,

We were aware that Captain Rob Tosatto was planning to retire, however, the reality of that decision was felt this week when he announced his retirement to the Medical Reserve Corps volunteer network across the country. CAPT Tosatto was introduced to George Sifakis and me by Acting Surgeon General Kenneth Moritsugu, keynote speaker at the 2006 NLC in Anaheim. Since that introduction, CAPT Tosatto has been "HOSA's Number One Cheerleader" especially in Washington, D.C. and among the U.S. Public Health Service. HOSA was fortunate to have USPHS notables to speak at NLCs including RAM Epifanio Elizondo (2008), RAM Robert C. Williams, Deputy Surgeon General (2009), RAM David Rutstein Acting Deputy Surgeon General (2010), Dr. Regina Benjamin, U.S. Surgeon General (2011), CAPT Paul Reed, M.D. (2015), Dr. Vivek Murthy, and U.S. Surgeon General (2016). In 2010, the Office of the U.S. Surgeon General Internships were launched and in 2015, the Office of the Assistant Secretary for Preparedness and Response and the Office of the Surgeon General announced the Public Health Leadership Seminar Externships. In 2017, ASPR announced the summer internships for HOSA students in college. In 2015, CAPT Tosatto was invited to be a charter member of the HOSA-100 National Advisory Council and has been exemplary in connecting HOSA to key leaders, agencies and organizations. There is insufficient space to list all that CAPT Tosatto has contributed to HOSA-Future Health Professionals. That is why CAPT Tosatto was presented with an Honorary Life Membership and he has certainly invested his time, talent and expertise to enrich the opportunities and experiences provided HOSA-Future Health Professionals. He has been a mentor, coach, friend and advocate for HOSA and he will be forever remembered for his dedication and commitment. — Jim Koeninger, Executive Director



All,

I wanted to reach out to all of you to thank you for the many emails and kind words of support. I have spent the better part of the last few days trying to get my head around CAPT Tosatto's email and the

changing roles— and I knew it was coming. I can only imagine how some of you felt. Please take a moment and reflect on this chapter of the MRC and your part in it. Take some time to celebrate the highlighted words that you and your unit have contributed to our common history. And please, take a few minutes and feel proud of what we, under CAPT Tosatto's guidance, have accomplished.

Personally, I have learned a great deal from CAPT Tosatto's mentoring and guidance. Over the years, I have had the opportunity to see him handle himself in success, during difficult times, and even some impossible to win situations. Many of these issues you will never see because he faced them on your behalf. For these, and many other learning opportunities, I will always be in his debt.

I will not be able to narrate your story in the way that CAPT Tosatto has done, nor would I dare try. However, CAPT Denis and I are both honored and humbled to be able to continue to serve and support you. We are committed to working with ASPR, OEM and PREP Division leadership to keep the MRC moving forward towards our mission.

Over the years, we have met many of you and we have read about the great work of many more. As we — the program office - position ourselves to make our small mark in our common history, know that our shared mission still lays ahead. There are times when the rest of story look foggy and unclear, but we must all push ahead to get through the fog. To reiterate what CAPT Tosatto said in his email, the regional liaisons and our program office staff are dedicated to helping you achieve your mission.

Let's continue writing our story,

**Skip**

Skip Payne, M.S.P.H., REHS/RS, CPH, CHEP, Commander,  
U.S. Public Health Service  
Acting & Program Lead, Medical Reserve Corps, MRC Program  
Partner Readiness and Emergency Programs Division,  
Office of Emergency Management

## Biographical Sketch

**Commander (CDR) Skip Payne** serves as the Acting and Program Lead for the Medical Reserve Corps Program. He is responsible for developing, implementing, managing and evaluating MRC related programs, projects, and activities. He also represents the MRC by serving on various committees or task forces advising internal and external stakeholders on issues related to civilian volunteers and their participation in public health, preparedness and response activities. Additionally, CDR Payne augments the Regional Incident Support Team – National Capital Region as a Liaison Officer where he deploys in support of National Special Security and National Capital Area Events.

CDR Payne has been a U.S. Public Health Service officer since 2007, and comes to the Medical Reserve Corps from the US Food and Drug Administration where he served as a Consumer Safety Officer. He was previously a member of PHS Rapid Deployment Force Team 3 (RDF-3), a team comprised of U.S. Public Health Service (PHS) Commissioned Corps Officers who are prepared to respond during a disaster or other public health emergencies. During his service on RDF-3, CDR Payne served as the Baton Rouge Federal Medical Station PHS Assistant Safety Officer, responsible for nighttime activities, during the Federal response to Hurricane Gustav. Before joining the U.S. Public Health Service, CDR Payne served as a local public health epidemiologist and bioterrorism readiness coordinator for the Seneca County General Health District in Seneca County, OH. He also served as a member of the Seneca County's MRC planning committee and was the first MRC Coordinator for the county.

He is the recipient of numerous awards, including the Surgeon General's Exemplary Service Medal and the USPHS Outstanding Service Medal. Additionally, he holds a Federal Acquisition Certification in Program and Project Management (Level II) and is a Contracting Officer's Representative (Level II). CDR Payne earned his bachelor's degree in Management and Organizational Development from Spring Arbor College (now Spring Arbor University), and also holds a Masters of Science in Public Health from Walden Univ.

CDR Payne is the father of two handsome young men and has the fortune of a beautiful wife who supports him in all his endeavors.



## HOSA-Future Health Professionals is Reviewing MOU Partnership Agreement with SKT Education Group to Introduce HOSA to Schools in China

- SKT Education Group is 100% interested and committed in working with HOSA not only in the health professional education area but also for technology and career education in general between China and the U.S.
- SKT is committed to run HOSA China as an international chapter for HOSA in China Region.
- SKT is committed to explore the Chinese international schools who have special interests in pioneering in health professional education area that could join HOSA China as a local chapter.
- SKT is committed to run a trial first year HOSA competition in China and preparing the winning team for HOSA international leadership conference in the coming year, but SKT needs to work with HOSA to select a series of events with wider acceptance in health literacy instead of too specialized medical professions. SKT may need help from HOSA to identify these events and ensure the market acceptance from Chinese schools.
- An agreement would be based on our conclusion of the above points.

*(Continued on next page)*



思珂特教育 “让教育生动起来!”  
SKT Education Group “Make Education Alive!”



### SKT Education Group Partners with USA D

The conference photos on page 10 are of the annual USA D China Final competition. A total of 1,500 decathletes and pentathletes from across China showed up for the Finals from around 100 high schools for the week. This year’s competition topic of the year was World War II and students showed keen interest in the subject as they went through multiple challenges from objective tests, Super Quiz (like HOSA Bowl), Speech & Interviews and SKT’s very own Assessment Center. The competition was intense as always and students showed their best performances through it all reported Nicholas Tan, SKT’s Partnership Director.

During the post competition, they were able to engage students, parents, judges and teachers who walked over to the SKT 21st century galaxy booth to talk about the core literacy areas they are looking at in the coming years. Currently, SKT is focusing on four major areas from academic, STEM, financial and economic, career and leadership literacies which will be supported with underlying 21st century competency standards developed in their latest initiative. SKT is looking forward to exploring new literacy areas such as health and wellness in the coming year.

For next steps, they will follow up with different stakeholders to find out more about HOSA’s program to provide them with more specific details regarding the program as questions arise about HOSA. This is a wonderful opportunity to go international in China!

### HOSA-SKT Memorandum of Understanding

The basic provisions include:

- SKT will become an exclusive partner in the distribution and promotion of HOSA’s programs in China for a pilot year of one year which may lead to an extension of the next five years.
- HOSA retains sole ownership of any intellectual properties developed for HOSA prior to and during this MOU. SKT is entitled to the use of said properties. SKT may translate into other languages, co-brand intellectual properties.
- SKT will extend an open invitation to Chinese medical school professionals and faculty to attend the 2017 ILC in June. SKT has authority to select students to attend the ILC for 2017.
- SKT will promote HOSA programs in China and conduct preliminary research.

At the close of the ILC, a meeting will be held between HOSA Board members, SKT and the Chinese delegation to debrief the ILC and answer questions about HOSA-Future Health Professionals. The role of SKT will be to serve as the “China HOSA Association Headquarters” just like our other international affiliates. SKT is a well-organized and professional company with more than 100 schools in China in their group. **HOSA Headquarters requests feedback from state and national leaders whether to move forward with the one-year pilot and welcome the Chinese delegation to the ILC to observe and compete with other Chinese students.**

## HOSA-100 National Advisory Council

On Wednesday, June 21, the HOSA-100 National Advisory Council will meet from 3:00—4:30 pm to address topics of importance to the organization, including:

- Staffing Change—Washington Office Director
- Briefing—HOSA-Future Health Professionals
- Recruitment of New HOSA-100 NAC Members
- Pursuit of Public and Private Sector Funds to Achieve Budget Goals
- 2016-2017 HOSA Membership Report
- 2016-2017 HOSA Financial Report (Estimated)
- HOSA—Postsecondary/Collegiate
- SKT-HOSA Partnership — One-Year Pilot Memorandum of Understanding (China)
- International Connections of NAC Members Explored
- HOSA-100 NAC Members: Responsibilities
  - ◊ VIP Scholarship Dinner (Wed. 5-7pm)
  - ◊ Opening General Session (Wed. 7-9pm)
  - ◊ Workshop Presentations (Thur. TBD)
  - ◊ Judge Assignment (Thur. TBD)
  - ◊ HOSA, Inc. Board Meeting (Thur. 6-8pm)
  - ◊ HOSA, Inc. Chair Reception (Thur. 9-11pm)
  - ◊ Chinese Delegation Lunch (Fri. 11am-1pm)

## Council Members

- Chairman, General Bruce Green, M.D.  
Deloitte Chief Federal Medical Officer
- Collene Bauer, Dean, Specialized Programs  
University of Phoenix
- Sean Callinicos, Senior Vice President  
Government Relations, Cardinal Health
- Ernie DuPont, Director of Workforce Initiatives  
CVS Health
- Paul Grundy, M.D., Global Director  
Healthcare Transformation, IBM
- Dr. Saralyn Mark, President  
Solamed Solutions, LLC & IGiiant
- Dr. Michael J. Maynak, Director  
Global Med Affairs, GlaxoSmithKline
- Dr. Robert Popovian, Sr., Director  
U.S. Government Relations  
Pfizer Pharmaceuticals
- Dr. Tamara Rozhon, President  
Genesis Rehab Services Academy
- Captain Robert J. Tosatto, Director  
Division of the Civilian Volunteer  
Medical Reserve Corps
- Doug Wolf, Director of Strategic Initiatives  
Boys & Girls Clubs of Columbus

## CVS is an Exemplary HOSA Partner!

In launching 2017, CVS and HOSA held a productive meeting to establish priorities for its plan of work:

1. Participate in the HOSA-100 National Advisory Council at the Platinum Level
  - ◊ Introduce CVS Health to HOSA Partners
  - ◊ Full-page ad in the HOSA ILC Program
  - ◊ Stay connected to CVS Health via links on HOSA website and affiliation packet
  - ◊ Post CVS Health banners on HOSA website
  - ◊ Identify conferences where CVS Health should be involved
  - ◊ Solicit CVS Health articles for HOSA website
  - ◊ Distribute CVS Health information to chapters
  - ◊ Provide CVS with high visibility at ILC
  - ◊ Involve: Research Persuasive Writing & Speaking Topic at 2017 ILC
2. Participate in the 2017 ILC
  - ◊ Award 5 CVS scholarships @ \$1,000 each
  - ◊ Sponsor Pharmacology Event—Medallions and scholarships to top 3 event winners
3. Assist with CVS Health Middle School Analytics Curriculum Development Project. A STEM initiative to provide middle school HOSA advisors with a curriculum package to promote the occupations within a healthcare company like CVS.
4. One Choice Program—encourage HOSA members and advisors to join the fight against prescription drug abuse and invite a CVS pharmacist to the school or conference to speak on the issue.
5. Work-based Learning Experiences. Encourage state associations and schools to work with stores to experience the following: job shadow opportunities; externship projects; and work experience agreements.

## Uniform Services University of the Health Sciences Confirmed Simulation Center for WLA

Joan Stearman, USUHS Director of Admissions, confirmed the request for HOSA Local & State Officers to access the Simulation Center on Monday, September 18, 2017 as part of the Washington Leadership Academy. The WLA delegates will be hosted at USUHS before having the opportunity to experience the Sim Center. HOSA very much appreciates the special attention given to HOSA-Future Health Professionals by America's Medical School. We look forward to HOSA members regularly being accepted and graduating from USUHS.



## HOSA-Future Health Professionals Benefits from STEM Premier Analytics!

HOSA Partners and prospects tell Headquarters Staff that analytics would be of extraordinary value in telling the HOSA and Health/Biomedical Science story for the purpose of securing public and private support for the organization recruiting, developing, motivating and retaining future health professionals. The following questions would be of particular interest:

1. How many HOSA members are pursuing specific professional pathways, especially:
  - Medical (physician or physician assistant)
  - Nursing (nurse or nurse practitioner)
  - Allied Health (specialization)
  - Hospital Management
  - Dentist
  - Optometrist
  - Pediatrician
  - Respiratory Therapist
  - Radiation Therapist
2. How many males and females are involved in HOSA and what is the gender breakout by pathway?
3. What is the ethnic representation in HOSA and the ethnic breakout by pathway?
4. What percent of the HOSA members pursue a postsecondary education leading to certification in one or more health professions?
5. What percent of the HOSA members enter the health profession for which they received a postsecondary education and/or certification?
6. What percent of the HOSA members that applied to medical school are admitted to medical school?
7. What percent of the HOSA members that applied to nursing school are admitted to nursing school?

## STEM Premier Analytics

February 2017

• Members	3,920 in 49 states
• Females (81%)	Males (19%)
• SAT - 783 members	1,540 Average Score
• ACT - 1,567 members	26 Average Score
<b>Self-Identified Skills:</b>	
• Leadership	1,702
• Responsibility	1,619
• Teamwork	1,385
• Communication	1,283
• Critical Thinking	1,173

8. What skills did graduates believe they developed, practiced and refined as HOSA members that benefited them most as future health professionals?
9. How was HOSA helpful in the professional development of collegiate members?
10. Did HOSA involvement enhance or detract from a postsecondary/collegiate education?

## HOSA members benefit from building a STEM Premier Profile:

1. Showcase grades, HOSA digital badges earned, test scores, experience, credentials, and more.
2. Invite health professionals, health science instructors, HOSA advisors, etc. to be mentors.
3. Showcase yourself using videos and digital files. Show your HOSA projects, activities, and events.
4. Find tools, resources, scholarships, internships, job opportunities available.
5. Find out where you stand on STEM Premier; earn your star rating and ranking.
6. Catch the eye of colleges and companies looking for talent and let them reach out through direct messaging.

## HOSA-NLM Ambassadors Program is being Piloted by Utah HOSA

The program encourages HOSA chapter advisors and HOSA student members to find evidence-based (or quality) health information on the Internet--especially by using MedlinePlus.gov. The program also encourages HOSA chapter advisors and HOSA student members to help *others* find evidence-based health information on the Internet--especially by using MedlinePlus.gov.

There are two levels of recognition for HOSA student members and one level of recognition for a HOSA chapter. There are two standardized evaluations that determine each level of HOSA student member recognition.

The two levels of recognition for HOSA student members are called: the 'Health Ambassador' certificate (or award) and the 'Health Ambassador Certificate of Merit' (or award). The chapter recognition is called the 'HOSA-NLM Health Ambassador Chapter Recognition Award.'

### The program's seven steps:

1. HOSA chapters should acquaint student members with MedlinePlus.gov and how to find evidence-based (quality) health information on the Internet.
2. A HOSA student member takes the 'HOSA-NLM Health Ambassador Screening Test,' which is based on his/her knowledge of evidence-based health information on the Internet and his/her ability to navigate (find key evidence-based health information) on MedlinePlus.gov.
3. A HOSA student member needs a score of 25 or higher (out of 32) on the 'HOSA-NLM Health Ambassador Screening Test' to receive a 'Health Information Ambassador' certificate (or award).
4. A HOSA student 'Health Ambassador' (who receives a 'Health Ambassador' award) **then**, is eligible to help peers or community participants find evidence-based information on the Internet -- emphasizing MedlinePlus.gov.
5. A 'Health Ambassador's' ability to train/teach peers (or community participants) to find evidence-based health information on the Internet is assessed by the intended recipients. The 'HOSA-NLM Health Ambassador Speaker/Trainer evaluation form' is used for this assessment.
6. A 'Health Ambassador' receives a bonus 'Health Ambassador Certificate of Merit' certificate

(award) if he/she receives an *average* score of 24 or higher (out of 30) from the intended recipients, who assess using the 'HOSA-NLM Health Ambassador Speaker/Trainer evaluation form.'

7. Finally, a 'HOSA-NLM Health Ambassador Chapter Recognition Award' is given to a HOSA chapter where *more than two students* receive a 'Health Ambassador Certificate of Merit' certificate from HOSA-NLM.

For more information, contact: Denise Abbott, Utah HOSA State Advisor.

## Alumni Recruitment & Registration Initiatives

The January promotion resulted in 520 new members. In February, HOSA students, alumni or advisors who have recruited alumni members are eligible for the drawing for an all-over image HOSA t-shirt. When new alumni register, they must list the person that referred him or her. Prizes will be shipped the first week in March. The promotion will be conducted every month through June. Please help us recruit as many new alumni members before ILC as possible! We hope to see you wearing your HOSA t-shirt at the 2017 ILC. Link to register: <http://hosa.org/node/37>

## SAMHSA Youth Engagement Guide Posted

The guide is located in the local advisor section at <http://hosa.org/advisor>. The guide presents strategies, tools, and tips for supportive and meaningful youth engagement in government-sponsored meetings and events.

## NYU Wagner Capstone Program Application to be Filed by Former HOSA, Inc. Board Member

Commander Sam Schaffzin with the Centers for Medicare and Medicaid Services and a graduate of New York University offered to submit a HOSA proposal for consideration by the NYU Wagner's Capstone Program. HOSA presented a proposal in 2014. Sam is a graduate of the NYU Wagner program and wants to seek approval of HOSA's proposal to have a capstone team dedicated to achieving our goals. The proposal will be finalized and submitted in March and focus on branding and alumni identification. Branding will be increase the recognition of HOSA-Future Health Professionals among the health industry leadership and alumni to select a methodology to identify the 2.4 million alumni who were members of HOSA since 1976.

## In Appreciation

The Headquarters Staff very much appreciates the comments received from state and local colleagues. We do our best to adhere to the philosophy that, “You can have everything in life you want, if you help enough other people get what they want!” It is our pleasure to help **members, state and local advisors** get what they want—in doing so, **we get what we want**. Thanks for the opportunity to be able to be of service to the **#1** career and technical student organization in the world. As we say always, “The best is yet to be!”

**HOSA Headquarters Staff**

### A Thank You.....

*“I just want to let you know that I appreciate all that you and the national staff have done to help me navigate this first year with HOSA. You and the team are always pleasant to work with no matter how trivial my questions have been.*

*As you know, I was previously an advisor, regional advisor and state board member of another CTSO. It felt like it took me several years to get the secret handshake to learn all the nuances of the organization. However, with HOSA that has not been the case. The materials that have been prepared are very helpful especially to a new advisor. I haven't experienced frustration in learning the HOSA way and I believe it is due in large part to you and your staff.*

*Thank you again for all you have done to help me and Washington HOSA this year.”*

### We Hate to See You Leave.....

*“I shared with the Ohio HOSA Board this afternoon my intent to step out as Ohio HOSA State Advisor as of April 30 following our State Leadership Conference. Ohio HOSA is fiscally sound and set for next year's Fall, Regional, and State Conferences. I assured the Board that I will hand off all materials, information, etc. to make for a smooth transition. The Board asked if I would be willing to assist the new Advisor in the transition time, and of course I will do that.*

*It was a difficult decision for me because I love the work of HOSA. Family concerns and work that I do with new teachers were the determining factors.*

*My husband is 10 years older than me and time seems to be moving so fast these days.*

Karen, I wanted to thank you especially for your encouragement and kindness. Everyone in the HOSA family is amazing. As I told the Ohio Board, the work that HOSA does, the work of the advisors, and the quality of young people associated with HOSA should be the headline news right now. Sadly other issues and people seem to get more attention.

*Please share as you wish, and we will keep you informed about the next person up in Ohio. Take care and thank everyone for being so helpful and patient with me!*

### CMS4—Great.....

*“I just logged on to the conference management system and love what I see. Congratulations to whoever was responsible. Information about the CEs are available at a glance.”*

### Nice work.....

*I really like the new conference registration system. I already had the SLC for Ohio in place. I went in and edited the registration cost. I want to be sure that we have in place what needs to be there to use your National tabulations for both tests and skills. Thanks so much and nice work!*

### Thanks for helping me out this week.....

*Some positive feedback here! The reports in the new system for competitive events are AMAZING. They've been super helpful for planning our upcoming SLC.*

### A Past National Officer Says Hi.....

*I think about you all often and I love seeing how HOSA has grown. So many things have changed! I will be in a new job in a couple weeks as an Engagement Manager for a software company called Elastic (it's analytical software to handle large amounts of data). I am also in the final stretch of Masters degree and will be graduating this June from Northwestern with my degree in Predictive Analytics. Oh, I live in Colorado now and try to spend all my time skiing or hiking. Is there anything I can do for HOSA? Thank you for your note. You're both always so thoughtful.*

— Claire Lucas, 2010-2011 National President

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
<b>Strategic Priority 1: Expand awareness of, support for, and access to high-quality Career Technical Education by leading, building and maintaining strategic partnerships.</b>					
1.1	Develop, maintain and grow strategic partnerships with lawmakers, federal agencies, advocacy groups and other key organizations to advance the Board-approved federal legislative priorities.				
		Build and sustain effective partnerships with key Congressional offices and committees to effectively impact authorizing legislation.		Federal Policy	Policy; Partnerships
		Build and sustain effective partnerships with key congressional offices and committees to increase federal funding available to support CTE.		Federal Policy	Policy; Partnerships
		Serve as a key partner of the House and Senate CTE caucuses to build awareness of and support for CTE.		Federal Policy	Policy; Partnerships
		Develop and implement a transition plan to cultivate and grow a collaborative partnerships with the new Administration, specifically at USDE, USDOL, and DPC.		Federal Policy	Policy; Partnerships
		Sustain ongoing successful partnerships with key federal agencies (USDE, USDOL, etc.)		Federal Policy	Policy; Partnerships
		Engage in cross-organizational coalitions to amplify our impact of organizational federal advocacy, authorizing, appropriations and regulatory priorities.		Federal Policy	Partnerships; Promotion
		Cultivate relationships with civil rights and equity organizations and CTE caucuses to build awareness of and support for CTE.		Federal Policy	Partnerships; Promotion
1.2	Develop, maintain and grow strategic partnerships with advocacy groups and other key stakeholders to support states' adoption and implementation of legislation and policies that increase access to high-quality CTE.				
		Actively cultivate and sustain expanded partnerships with other state-facing organizations to foster awareness of and support for high-quality CTE.		State Policy; Communications	Partnerships; Policy; Promotion
		Serve as co-lead of New Skills for Youth Initiative.		State Policy	Policy; Partnerships; Promotion
1.3	Develop, maintain and grow strategic partnerships, particularly with employers and industry and workforce development organizations, to ensure CTE is considered an essential partner to workforce and economic development.				
		Strengthen and expand partnerships with employer-focused organizations and coalitions.		Federal Policy	Partnerships
		Build effective partnerships and supports for our membership as they work maximally advantage CTE in the implementation of WIOA.		Federal Policy	Partnerships; Professional Learning
		Create an communications strategy to feature effective employer partnerships (e.g. EIA winners, employer champions in states, reactivate employer "Friends of CTE" etc.).		Federal Policy; Communications	Promotion; Policy

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
		Build and implement a strategy to build and engage employers, employer organizations in the reauthorization of the Higher Education Act.		Federal Policy	Policy; Partnerships
1.4	Develop, maintain and grow strategic partnerships with education organizations to ensure CTE is considered an essential partner in the full education continuum.				
		Build, strengthen and expand partnerships with K-12 educational organizations.		Federal Policy; State Policy	Partnerships; Policy
		Establish partnerships with CTE teacher preparation/pipeline organizations and coalitions.		State Policy	Partnerships; Policy; Professional Learning
		Build, strengthen and expand partnerships with postsecondary organizations and coalitions.		Federal Policy; State Policy	Partnerships; Policy; Professional Learning
		Build effective partnerships and supports for our membership as they work maximally advantage CTE in the implementation of ESSA.		Federal Policy; State Policy	Partnerships; Policy; Professional Learning
1.5	Collaborate and coordinate with partner organizations on key initiatives and advocacy efforts to improve access to and support for high-quality CTE.				
		Actively manage a joint work plan with ACTE to coordinate and leverage each organization's communications, policy, research to advance high-quality CTE.		Member Engagement	Professional Learning; Partnerships; Policy; Promotion
		Develop and implement a media engagement strategy to bring visibility to high-quality CTE (e.g. EIA winners).		Communications	Promotion
		Develop and implement a virtual CTE institute to build awareness of CTE among priority stakeholders.		State Policy	Promotion
<b>Strategic Priority 2: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and</b>					
2.1	Develop and advance federal legislative priorities that support, promote and increase access to high-quality CTE.				
		As appropriate, amend any existing federal policy documents or positions to ensure alignment with Putting Learner Success First.		Federal Policy; Vision Implementation	Policy
		Revamp federal policy section of website to increase navigability and access to resources, build out more resources, etc..		Federal Policy; Communications	Policy; Promotion
		Rebrand Congressional stars of education award and develop a more active communications strategy to effectively utilize these and the Excellence in Action award winners in advancing federal policy priorities.		Federal Policy; Communications	Policy; Promotion
2.2	Develop state policy frameworks, resources and tools that support, promote and increase access to high-quality CTE.				
		Build and maintain Learning that Works Resource Center.		State Policy	Policy; Professional Learning; Promotion
		Regularly release research and reports that highlight effective state policies, in alignment with Putting Learner Success First and, as appropriate, in service of NSFY.		State Policy; Communications; Vision Implementation	Policy; Professional Learning; Promotion; Partnerships
		Develop and test state policy frameworks that help guide members' state policy priorities.		State Policy	Policy; Professional Learning; Partnerships

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
	2.3 Support Advance CTE members in the implementation of federal and state legislation and policies that promote and increase access to high-quality CTE.				
		Develop an advocacy communications strategy that differentiates member benefits vs. public benefits (cross reference communications and member engagement projects).		Member Engagement; Communications	Promotion; Process & Protocols; Professional Learning
		Develop resources (case studies, templates, infographic, etc) to support implementation of Perkins, WIOA, ESSA and HEA in alignment with Putting Learner Success First.		Member Engagement; Federal Policy; State Policy; Vision Implementation	Policy; Professional Learning
		Develop resources for members on to build an "advocacy" case.		Federal Policy; Communications	Policy; Promotion
		Once Perkins reauthorization passes, develop a robust state implementation strategy including in person and virtual supports, resources, toolkits and frameworks.		Federal Policy	Policy; Professional Learning
		Serve as the convener of partner organizations to ensure alignment and collaboration in building out the PD and TA for Perkins state plan development.		Federal Policy	Policy; Professional Learning; Partnership
	2.4 Develop, disseminate and support Advance CTE and key stakeholders in the utilization of communications and outreach resources, tools and messages, including those developed through the Learning that works for America campaign, to make the case for high-quality CTE at the federal, state and local levels.				
		Revamp and refresh the Learning that works for America campaign materials, technical assistance to campaign users and the sign-on process.		Communications	Promotion
		Lead the Excellence in Action award program, including year-long utilization of best practices from the award winners.		Communications	Promotion; Policy
		Maintain and build upon Advance CTE's social media and web presence and reach.		Communications	Promotion
		Embed Putting Learner Success First in any relevant communications, resources and activities to keep it front burner organizationally and among Advance CTE members.		Member Engagement; Federal Policy; State Policy; Communications; Vision Implementation	Promotion; Policy; Professional Learning; Partnerships
<b>Strategic Priority 3: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state Career Technical Education leaders.</b>					
	3.1 Provide meaningful opportunities for Advance CTE members to inform and participate in the work of the organization.				
		Conduct annual member engagement survey to determine member satisfaction and priorities. (CROSS REFERENCED WITH 5.1.4)		Member Engagement	Processes & Protocols; Policy; Promotion; Professional Learning
		Utilize state engagement matrix and review process to ensure depth and breadth of member engagement. (CROSS REFERENCED WITH 5.1.5)		Member Engagement	Processes & Protocols

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
		Leverage member task forces and committees around specific challenges or topics to advance strategic goals (e.g., communications committee, governance committee, vision committee).		Member Engagement	Professional Learning; Promotion; Policy
		Release an annual report to the members identifying accomplishments and progress toward accomplishment of goals.		Member Engagement; Communications	Promotion
	3.2 Provide professional learning opportunities and resources to build, grow and strengthen the leadership skills and content knowledge of Advance CTE members.				
		Maintain and implement an organizational calendar of events, webinars and resources aligned with members' needs, Putting Learner Success First and New Skills for Youth.		Member Engagement; Federal Policy; State Policy; Communications; Vision Implementation	Policy; Promotion; Professional Learning
		Host successful spring meeting.		Member Engagement	Professional Learning; Policy; Promotion
		Host successful fall meeting.		Member Engagement	Professional Learning; Policy
		Build, maintain and continually populate the Members Only Clearinghouse.		Member engagement	Professional Learning; Policy
		Partner with ACTE on CareerTech VISION.		Member Engagement	Partnerships; Professional Learning; Promotion
	3.3 Deliver a robust, year-round, intensive program supports the on boarding and leadership development of Advance CTE members.				
		Formalize processes for onboarding new State Directors and new members.		Member Engagement	Professional Learning
		Lead mentor program for new State Directors.		Member Engagement	Professional Learning
		Develop and implement a plan to support the development of leadership (non-content) of State Directors/state leaders.		Member Engagement	Professional Learning
	3.4 Encourage and support collaboration between K-12 and postsecondary leaders within and beyond our membership.				
		Identify and disseminate successful partnerships between secondary and postsecondary state CTE leaders.		Member Engagement	Professional Learning; Partnerships
		Provide a dedicated "space" for postsecondary members within Advance CTE's meetings, resources and communications.		Member Engagement	Professional Learning; Partnerships
<b>Strategic Priority 4: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the Putting Learner Success First: A</b>					
	4.1 Serve as an ongoing convener of partnering organizations to ensure advocacy for and collaborative and coordinated advancement of the vision.				
		Maintain regular communications and engagement with Putting Learner Success partners. (CROSS REFERENCED WITH 1.5)		Federal Policy; State Policy; Vision Implementation	Partnerships; Policy; Promotion
		Encourage additional like-minded partner organizations to sign onto Putting Learner Success First.		Vision Implementation	Partnerships; Policy; Promotion

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
		Engage the Summit co-conveners in efforts to advance high-quality CTE.		Vision Implementation	Partnerships; Policy; Promotion
4.2	Develop and disseminate communications tools and resources to support Advance CTE members, partnering organizations and stakeholders in building awareness of and advocacy for the vision.				
		Create and regularly update an implementation toolkit to support the dissemination and implementation of Putting Learner Success First across and within states.		Vision Implementation	Partnerships; Policy; Promotion
		Develop/co-develop materials targeted at key stakeholders to encourage their support and implementation of Putting Learner Success First.		Vision Implementation	Partnerships; Policy; Promotion
4.3	Ensure alignment and prioritization of organizational assets, technical assistance, resources, federal and state policy priorities and strategies, communications, and professional learning opportunities with the advancement and accomplishment of the vision.				
		Maintain and implement an organizational calendar of events, webinars and resources aligned with members' needs, Putting Learner Success First and New Skills for Youth. (CROSS-REFERENCED WITH 3.2.1)		Member Engagement; State Policy; Communications	Policy; Professional Learning; Promotion
		As appropriate, amend any existing federal policy documents or positions to ensure alignment with Putting Learner Success First. (CROSS-REFERENCED WITH 2.1.1)		Federal Policy	Policy
		Embed Putting Learner Success First in any relevant communications, resources and activities to keep it front burner organizationally and among Advance CTE members. (CROSS-REFERENCED WITH 2.4.4)		Member engagement; Federal Policy; State Policy; Communications	Policy; Professional Learning; Promotion
		Implement a development/fundraising strategy that has Putting Learner Success First as the anchor.		Vision Implementation	Promotion; Policy; Process & Protocols
4.4	Document and disseminate progress of the states, partnering organizations and Advance CTE in the accomplishment of the vision.				
		Develop metrics and gather information from members, partners and other interested stakeholders on the implementation of Putting Learner Success First.		Vision Implementation	Promotion, Process & Protocols
		Release a one-year progress report on the accomplishment of Putting Learner Success First.	NA	Vision Implementation	NA
		Amass supporters for Putting Learner Success First through a sign on campaign.		Vision Implementation	Promotion
4.5	Conduct a comprehensive review and refresh of the National Career Clusters Framework.				
		Launch a Career Clusters task force to recommend a strategy for Advance CTE's future management and advancement of the National Career Clusters Framework		Member Engagement	Policy; Professional Learning; Promotion; Process & Protocols
Strategic Priority 5: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE					

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
5.1	Ensure Advance CTE's governance and membership structure reflect the organizational brand and offers sufficient leadership development and engagement opportunities.				
		Convene governance task force, resulting in a set of recommendations to bring to the membership for a vote on a proposal to restructure the Advance CTE Board of Directors.		Member Engagement	Process & Protocols
		Develop a recommendation to implement a "state team" approach to Advance CTE memberships.		Member Engagement	Professional Learning; Partnerships; Process & Protocols
		Utilize the state engagement matrix as a mechanism to ensure connection with all states and provide opportunities for extended engagement with more states. (CROSS REFERENCE WITH 3.1.2)		Member Engagement	Promotion; Professional Learning; Policy; Process & Protocols
5.2	Ensure management of Advance CTE/The Center to Advance CTE is effective, legally compliant and efficient.				
		Actively maintain and update the Board policy manual.		SOP	Process & Protocols
		Actively maintain and update the SOP manual.		SOP	Process & Protocols
		Annually have legal counsel review personnel policies.		SOP	Process & Protocols
5.3	Ensure Advance CTE/The Center to Advance CTE's budgets, finances and investments are accurate and in compliance with all legal requirements.				
		Convene a Finance/Audit committee according to its charter.		SOP	Process & Protocols
		Actively manage and update the Finance Policy Manual.		SOP	Process & Protocols
		Ensure compliance with all Board-approved finance policies.		SOP	Process & Protocols
		Ensure the SOP manual articulates sufficient checks and balances for fiscal accountability and stewardship.		SOP	Process & Protocols
		Conduct an annual audit.		SOP	Process & Protocols
		Provide the Board of Directors with monthly financial highlights and on a quarterly basis, full financial reports.		SOP	Process & Protocols
		Annually review file storage and bring into alignment with record retention policy.		SOP	Process & Protocols
		Annually ensure the Board signs all relevant Board policies.		SOP	Process & Protocols
		Annually ensure shift in signature authority as the Executive Committee changes.		SOP	Process & Protocols
		Revisit membership invoicing (associate members) and dues intent timeline/policy.		SOP; Membership Engagement	Process & Protocols
5.4	Ensure all human resource functions are managed in a timely, accurate and legal manner.				
		Develop and implement an effective employee onboarding protocol.		SOP	Process & Protocols
		Ensure all HR functions carried in a confidential and professional manner.		SOP	Process & Protocols
		Conduct an annual HR audit of files and records.		SOP	Process & Protocols
		Conduct annual performance evaluation system.		SOP	Process & Protocols

Strategic Priority	Goals	Strategies	Progress	Aligned Strategy	Aligned P
		Develop and implement an online portal for common staff templates, resources, policies.		SOP	Process & Protocols
		Annually ensure staff signing of policies, position descriptions and salary/benefits summaries.		SOP	Process & Protocols
5.5	Ensure all Advance CTE/The Center to Advance CTE's resources, communications and tools are high-quality, error-free, support the brand and consistent with the style guide				
		Develop and internal copy editing process.		Communications	Processes & Protocols
		Maintain and update internal style guide.		Communications	Processes & Protocols
		Maintain and update brand guidelines.		Communications	Processes & Protocols
		Develop and implement strategy for a consistent organizational social media presence.		Communications	Promotion; Processes & Protocols
		Have accurate membership contact information on all communications platforms (CiviCRM, listservs, directory, etc.)		Member Engagement; SOP	Processes & Protocols
5.6	Ensure that Career Clusters products and inventory are effectively managed.				
		Implement checks and balances for inventory controls.		SOP	Processes & Protocols
		Conduct annual physical inventory.		SOP	Processes & Protocols
5.7	Implement an intentional strategy to showcase unique benefits of being a member of Advance CTE, including differentiated communications, tools, virtual resources/assets, etc.				
		Develop a toolkit of materials to engage new members.		Member Engagement	Professional Learning; Promotion
		Develop a streamlined, compelling toolkit of materials to send to all new members.		Member Engagement	Professional Learning; Promotion
		Ensure all project plans include "a member benefit" section in the success criteria.		Member Engagement	Professional Learning; Processes & Protocols

	<i>Ensuring the adoption and implementation of high-quality state and federal CTE POLICY</i>	<i>Empowering members through PROFESSIONAL LEARNING</i>	<i>Raising the visibility and PROMOTION of high-quality CTE</i>	<i>Building and maintaining strong and effective PARTNERSHIPS that advance our vision and mission</i>	<i>Developing internal PROCESSES and PROTOCOLS to ensure a strong and sustainable organization</i>
<b>Strategic Priority 1: Expand awareness of, support for, and access to high-quality CTE by leading, building and maintaining strategic partnerships.</b>					
Develop, maintain and grow strategic partnerships with lawmakers, federal agencies, advocacy groups and other key organizations to advance the Board-approved federal legislative priorities.	X		X	X	X
Develop, maintain and grow strategic partnerships with advocacy groups and other key stakeholders to support states' adoption and implementation of legislation and policies that increase access to high-quality CTE.	X	X	X	X	
Develop, maintain and grow strategic partnerships, particularly with employers and industry and workforce development organizations, to ensure CTE is considered an essential partner to workforce and economic development.	X		X	X	
Develop, maintain and grow strategic partnerships with education organizations to ensure CTE is considered an essential partner in the full education continuum.	X		X	X	
Collaborate and coordinate with partner organizations on key initiatives and advocacy efforts to improve access to and support for high-quality CTE.	X	X	X	X	
<b>Strategic Priority 2: Build on our existing strong public policy leadership by developing and disseminating legislation and public policy that impacts education, economic and workforce development in support of expanded access to and quality of CTE</b>					
Develop and advance federal legislative priorities that support, promote and increase access to high-quality CTE.	X		X		X

	<i>Ensuring the adoption and implementation of high-quality state and federal CTE POLICY</i>	<i>Empowering members through PROFESSIONAL LEARNING</i>	<i>Raising the visibility and PROMOTION of high-quality CTE</i>	<i>Building and maintaining strong and effective PARTNERSHIPS that advance our vision and mission</i>	<i>Developing internal PROCESSES and PROTOCOLS to ensure a strong and sustainable organization</i>
Develop state policy frameworks, resources and tools that support, promote and increase access to high-quality CTE.	X	X	X	X	
Support Advance CTE members in the implementation of federal and state legislation and policies that promote and increase access to high-quality CTE.	X	X	X		
Develop, disseminate and support Advance CTE and key stakeholders in the utilization of communications and outreach resources, tools and messages, including those developed through the Learning that works for America campaign, to make the case for high-quality CTE at the federal, state and local levels.	X	X	X	X	X
<b>Strategic Priority 3: Provide, encourage and support professional learning to expand the skills, content knowledge and leadership of state Career Technical Education leaders.</b>					
Provide meaningful opportunities for Advance CTE members to inform and participate in the work of the organization.	X	X	X		
Provide professional learning opportunities and resources to build, grow and strengthen the leadership skills and content knowledge of Advance CTE members.	X	X	X		
Deliver a robust, year-round, intensive program supports the on boarding and leadership development of Advance CTE members.		X			
Encourage and support collaboration between K-12 and postsecondary leaders within and beyond our membership.	X	X		X	
<b>Strategic Priority 4: Lead a cross-organizational and cross-state effort to successfully build awareness, advocacy and accomplishment of the Putting Learner Success First: A Shared Vision for the Future of CTE.</b>					

	<i>Ensuring the adoption and implementation of high-quality state and federal CTE POLICY</i>	<i>Empowering members through PROFESSIONAL LEARNING</i>	<i>Raising the visibility and PROMOTION of high-quality CTE</i>	<i>Building and maintaining strong and effective PARTNERSHIPS that advance our vision and mission</i>	<i>Developing internal PROCESSES and PROTOCOLS to ensure a strong and sustainable organization</i>
Serve as an ongoing convener of partnering organizations to ensure advocacy for and collaborative and coordinated advancement of the vision.	X		X	X	
Develop and disseminate communications tools and resources to support Advance CTE members, partnering organizations and stakeholders in building awareness of and advocacy for the vision.		X	X	X	
Ensure alignment and prioritization of organizational assets, technical assistance, resources, federal and state policy priorities and strategies, communications, and professional learning opportunities with the advancement and accomplishment of the vision.	X	X	X		X
Document and disseminate progress of the states, partnering organizations and Advance CTE in the accomplishment of the vision.			X	X	
Conduct a comprehensive review and refresh of the National Career Clusters Framework.	X	X	X		X
<b>Strategic Priority 5: Ensure strong organizational governance and fiscal security for both Advance CTE and The Center to Advance CTE</b>					
Ensure Advance CTE’s governance and membership structure reflect the organizational brand and offers sufficient leadership development and engagement opportunities.		X			X
Ensure management of Advance CTE/The Center to Advance CTE is effective, legally compliant and efficient.					X
Ensure Advance CTE/The Center to Advance CTE's budgets, finances and investments are accurate and in compliance with all legal requirements.					X
Ensure all human resource functions are managed in a timely, accurate and legal manner.					X

	<i>Ensuring the adoption and implementation of high-quality state and federal CTE POLICY</i>	<i>Empowering members through PROFESSIONAL LEARNING</i>	<i>Raising the visibility and PROMOTION of high-quality CTE</i>	<i>Building and maintaining strong and effective PARTNERSHIPS that advance our vision and mission</i>	<i>Developing internal PROCESSES and PROTOCOLS to ensure a strong and sustainable organization</i>
Ensure all Advance CTE/The Center to Advance CTE's resources, communications and tools are high-quality, error-free, support the brand and consistent with the style guide			X		X
Ensure that Career Clusters products and inventory are effectively managed.					X
Implement an intentional strategy to showcase unique benefits of being a member of Advance CTE, including differentiated communications, tools, virtual resources/assets, etc.		X			X

**Key:**

- GREEN On track
- YELLOW Almost on track and/or significant work still needed
- ORANGE At risk of going off track and/or in earliest stages
- RED Off track and/or not yet started

Strategic Priority	Strategy Document	Activities	Status (04/17)
<b>Ensuring the adoption and implementation of high-quality state and federal CTE POLICY</b>			
	Member Engagement	See strategies for Professional Learning	n/a
	Federal Policy & Advocacy	Develop federal policy priorities that are informed by and demonstrate a commitment to the full continuum of Advance CTE members.	
		Support the adoption and implementation of high-quality CTE policies at the federal and state levels in coordination with Advance CTE's state policy strategy.	
		Coordinate with state policy staff to ensure that both federal and state policy research agendas, policy priorities, publications and tools are aligned with and inform each other.	
	State Policy	Plan and execute a research agenda and create high-quality publications, frameworks and tools that promote adoption and implementation of high-quality CTE (in alignment with member needs and using <i>Putting Learner Success First</i> as a foundation).	
		Coordinate with federal policy staff to ensure that both federal and state policy research agendas, publications and tools are aligned with each other.	
	Communications	Position Advance CTE as the national voice on federal and state policy including telling the story of how Advance CTE supports and advocates for this work (promote/share best practices, disseminate relevant information to members and partners).	
	Shared Vision	Align organizational resources calendar with <i>Putting Learner Success First</i> and its principles.	
		Align federal policy priorities and related documents with <i>Putting Learner Success First</i> and its principles.	
<b>Empowering members through PROFESSIONAL LEARNING</b>			
	Member Engagement	Create a personalized, year-round New State Director Program to ease the transition of new directors to augment their policy, content and leadership development knowledge and skills.	
		Offer high-quality in-person and virtual professional development offerings, including Fall and Spring meetings and webinars.	
		Maintain an informative, useful web-based spaces for members (Members-Only portal and Members-Only Clearinghouse).	
		Clearly define what member benefits and resources are, and embed an explicit prompt in each planning and strategy document to articulate and differentiate the benefit to members, where appropriate.	
		Create a strategy to bolster resources available or developed for members only.	

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Strategic Priority	Strategy Document	Activities	Status (04/17)
	Federal Policy & Advocacy	Advance CTE's membership has timely and accurate access to information, resources and tools to help ensure our members can be effective and informed advocates, leaders and implementers of federal CTE policy.	
	State Policy	Provide members with targeted support related to adopting and implementing state policies that promote high-quality CTE. (Perkins, ESSA).	
		Leverage the New Skills for Youth work to create benefits for all members.	
	Communications	Maintain strong and effective two-way communications channels with members to ensure they are aware of Advance CTE's activities, resources and events and that Advance CTE is developing the research, tools and resources most needed by our members.	
		Lead and leverage a members' Communications Committee to ensure member engagement, support and utilization of Advance CTE communications resources.	
		Develop materials Advance CTE members can use in their work for case making, advocacy, as well as to build knowledge about CTE and career-readiness issues.	
		Support the utilization of the CTE: Learning that works for America campaign in all states through regular revisions of resources and direct technical assistance.	
		Develop communications materials on major Advance CTE deliverables to assist staff, members and public in communicating about Advance CTE and Advance CTE materials effectively.	
	Shared Vision	Launch vision committee to engage members around <i>Putting Learner Success First</i> , identify promising practices and identify high-need resources.	
		Embed <i>Putting Learner Success First</i> at Fall and Spring meetings.	
		Build member-focused tools, resources and (potentially) technical assistance to support implementation.	
<b>Raising the visibility and PROMOTION of high-quality CTE</b>			
	Member Engagement	Publish an annual report to highlight the accomplishments of Advance CTE and the Center to Advance CTE.	
		Recognize individual members through an annual awards program, including the existing Rising Star and Emeritus awards.	
	Federal Policy & Advocacy	Provide federal policy updates to key audiences (e.g., membership, Hill staff, etc.) through appropriate communication channels in coordination with Communications.	
		External-facing federal policy communications resources (e.g., fact sheets, Hill packets, etc.) reflect staff input, make relevant connections to state policy and major organizational initiatives, and leverage the knowledge/input of Advance CTE's membership.	
		Position Advance CTE as the "go-to" organization for stakeholders (advocacy, policy, etc.) accurate information and timely resources related to CTE.	

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Strategic Priority	Strategy Document	Activities	Status (04/17)
	State Policy	Monitor, synthesize and raise up content from the field, including state policies and partner research that promote the principles of <i>Putting Learner Success First</i> (e.g., Learning that Works Resource Center, state-specific materials, etc.).	
		Use organizational expertise and resources to target audiences new to CTE, in order to promote our vision of high-quality CTE for all learners. (Virtual Institute)	
		Work with communications staff to strategically disseminate relevant information and resources.	
	Communications	Leverage the website, blog, social media tools and e-blasts to maximize the reach of informational and persuasive messaging tools to engage potential partners and key stakeholders.	
		Utilize CTE Month to lift up the CTE: Learning that Works for America campaign and campaign resources.	
		Conduct awards programs that raise up best practices and the visibility of high-quality CTE and CTE partners.	
		Build and maintain strong relationships with key members of the media.	
	Shared Vision	Develop a suite of materials for members and other interested leaders to use to communicate about and advocate for <i>Putting Learner Success First</i> .	
		Raise awareness about <i>Putting Learner Success First</i> through blogs, media engagement, presentations, annual report, webinars.	
		Recognize and lift up state and local implementation and support for <i>Putting Learner Success First</i> .	
		Support a sign on campaign, where leaders and supporters at all levels can show their support for <i>Putting Learner Success First</i> .	
<b>Building and maintaining strong and effective PARTNERSHIPS that advance our vision and mission</b>			
	Member Engagement	Create meaningful engagement opportunities for all members through focused member committees to gather input and feedback.	
		Encourage and support collaboration between K-12 and postsecondary leaders within and beyond our membership.	
	Federal Policy & Advocacy	Develop and leverage strategic alliances with stakeholders within and outside the CTE community to advance and amplify Advance CTE's federal policy recommendations and successfully further its policy objectives.	
	State Policy	Actively cultivate and sustain expanded partnerships with other state-facing organizations to foster awareness of and support for high-quality CTE.	
	Communications	Amplify our state and federal policy agenda and state policy work by leveraging partnerships, including advocacy groups, to promote and share the best practices and our policy positions.	

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Strategic Priority	Strategy Document	Activities	Status (04/17)
	Shared Vision	Deepen partnerships with <i>Putting Learner Success First</i> supporters and identify new ways to collaborate in support of key principles and actions.	
		Develop joint resources to support state/local implementation of <i>Putting Learner Success First</i> by various stakeholders.	
<b>Developing internal PROCESSES and PROTOCOLS to ensure a strong and sustainable organization</b>			
	Member Engagement	Update organizational SOP to articulate policies, processes and practices regarding membership, including professional learning activities such as the Fall and Spring meetings.	
		Implement a back-end database to manage all membership information.	
		Create and implement a consistent process to ensure new Associate and Organizational members are integrated into the membership data and gain access to member benefits.	
		Collect and analyze data on member engagement to create a baseline and inform program improvement.	
		Systematize the collection and maintenance of member information.	
	Federal Policy & Advocacy		
		Comply with federal lobbying rules and regulations.	
		Develop and actively maintain a content management system for tracking federal policy and related information (e.g. research, legislation, policies, data, etc.)	
		Develop and consistently apply clear decision rules to determine when legislation/policies align to Advance CTE's federal policy priorities.	
		Advance CTE staff are aware of federal policy updates and know the key messages associated with them.	
	State Policy	Create internal processes for sharing information, resources and data.	
	Communications	Develop internal processes for tracking and maintaining communication materials and activities.	
		Develop processes for reinvigorating the CTE: Learning that works for America campaign and maintaining up-to-date lists of current campaign users and approvers.	
	Shared Vision	Document and disseminate progress of the states, partnering organizations and Advance CTE in the accomplishment of <i>Putting Learner Success First</i> .	
		Embed activities in support of <i>Putting Learner Success First</i> in our communications, member engagement, state policy and federal advocacy strategies.	
		Create a fundraising strategy and "wish list" with <i>Putting Learner Success First</i> as the anchor document.	
		Review and revise our organizational mission and vision to better align with <i>Putting Learner Success First</i> .	
		Fulfill state requests for hard copies of <i>Putting Learner Success First</i> .	